

**TB threat**  
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Full boats - empty seas

World Business Newspaper

FRIDAY MARCH 22 1996

## McDonald's plans to triple number of outlets in Italy

McDonald's of the US, the international chain of burger restaurants, is poised to triple the size of its Italian operation by swallowing Burghy - its biggest rival there. The US group signed a letter of intent to buy all 80 Burghy restaurants from private food and catering group Cremonini. Page 21

**BMW to raise Rover investment:** BMW is to invest about \$500m (£765m) a year for the next five or six years in new models and production facilities at Rover Group, its UK vehicles subsidiary. Page 8

**Russia plans \$500m bonds sale:** The Russian government will this month attempt to sell \$500m of state bonds to foreign investors, indirectly helping to fund President Boris Yeltsin's promises to increase social spending before June's presidential elections. Page 20

**Spies and leaks costing US companies:** Theft and leakage of corporate and industrial secrets in the US has more than tripled in the past three years and may now be costing business \$2bn a month, according to a study by the American Society for Industrial Security. Page 20

**LVNEM, the French luxury goods group,** reported net income up 10.3 per cent to FF4.1bn (\$612m) in 1995, after its decision to reduce its involvement in the drinks sector. Page 22

**German investor loses Walkman case:** German investor Andreas Pavel (left), who claimed he patented the personal stereo system, lost his court challenge to Sony and Toshiba after judges ruled his patent on a personal stereo worn on a belt was not an inventive concept. Mr Pavel, who now lives in Milan, had hoped to claim up to £100m (\$153m) in royalties from companies which marketed personal stereos. He is pursuing a similar action against Sony in the US.

**Brussels redefines TV programme:** The European Commission has proposed a new definition of a television programme which critics say could stifle investment in online and electronic communication services. Page 2

**Russian companies face cash clampdown:** Russian companies would be allowed to withdraw cash from bank accounts only to pay wages or cover business travel expenses, under a government proposal to clamp down on tax evasion and the black economy. Page 2

**Belmont, the Belgian wire and steel cord producer,** warned of a "clear slowing down of economic activity" in Europe in recent weeks, as it announced a 10 per cent increase in net profits last year to BFR3.15bn (\$104.7m). Page 23

**TB warnings:** Tuberculosis killed a record 3m people worldwide last year and will kill more than 30m over the next decade unless governments and the pharmaceutical industry increase spending on prevention and research, the World Health Organisation warned. Page 7

**Patents war over corn seeds:** The launch of the world's first biotech crops has triggered a patents war in the US, where Monsanto has filed suits against its leading rivals, Mycogen and Ciba for marketing insect-resistant corn seeds. Page 5

**China may drop yuan trading ban:** China appeared to foreshadow an end to the ban on foreign banks dealing in yuan with the announcement that foreign institutions would be allowed to establish sub-branches in four cities. Page 6

**Canada eases foreign bank curbs:** Canada may ease restrictions on foreign-owned banks, enabling them to compete better with big domestic institutions. Page 24

**IMF plan to expand overdrafts:** The IMF's chief economist said a proposal to expand its overdraft facility for central banks could save poorer countries \$1.5bn a year. Page 7

**French arrest sun sect members:** French police, fearing a fresh mass suicide, have rounded up more than 30 members of the Order of the Solar Temple sect. Sixteen sun worshippers died in a remote French forest clearing in December, the sect's fourth suicide-murder.

**Former Iraqi army chief defects:** Jordan granted asylum to a former chief of staff of the Iraqi army, Staff-Lieutenant General Nazir Khazraji, who has defected to the opposition seeking to overthrow President Saddam Hussein.

STOCK MARKET INDICES			
New York: S&P 500	5931.22	(-24.29)	
Dow Jones Ind. Av.	5931.22	(-24.29)	
NASDAQ Composite	1101.49	(-0.33)	
London: FTSE 100	2727.53	(+24.93)	
Paris: CAC 40	1976.89	(+7.10)	
Frankfurt: DAX	2594.12	(+12.22)	
Hong Kong: Hang Seng	9298.12	(+12.8)	
Japan: Nikkei 225	14037.71	(+104.22)	
Germany: DAX	2594.12	(+12.22)	
Italy: FTSE 100	2727.53	(+24.93)	
US LUNCHTIME RATES			
3-month T-bill	5.10%		
6-month T-bill	5.10%		
1-year T-bill	5.10%		
2-year T-bill	5.10%		
3-year T-bill	5.10%		
5-year T-bill	5.10%		
10-year T-bill	5.10%		
15-year T-bill	5.10%		
30-year T-bill	5.10%		
OTHER RATES			
UK 3-month bank	5.10%		
UK 6-month bank	5.10%		
UK 1-year bank	5.10%		
UK 2-year bank	5.10%		
UK 3-year bank	5.10%		
UK 5-year bank	5.10%		
UK 10-year bank	5.10%		
UK 15-year bank	5.10%		
UK 30-year bank	5.10%		
NORTH SEA OIL (Average)			
Best 15-day (May)	\$18.735	(18.82)	
Best 15-day (June)	\$18.735	(18.82)	
Best 15-day (July)	\$18.735	(18.82)	
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# Crackdown for Russian companies' cash

By Chrystia Freeland in Moscow

Russian companies would be allowed to withdraw cash from their own bank accounts only to pay wages or cover business travel expenses, under a proposal to be put forward by the government.

Mr Vladimir Panskov, the minister of finance, said in an interview the proposal was one of a series of sweeping restrictions on cash and banking operations designed to clamp down on tax evasion and the black economy.

Russian businesses would

also be required to pay for all goods and services through a single "principal" bank account. Companies would be allowed to accumulate money in "subsidiary" bank accounts, but all business transactions would have to be conducted through the main account.

The measures "concern the battle with the cash economy in the country", Mr Panskov said.

"One of the main forms of tax evasion is that so many transactions are done in cash."

The measures, already drafted by the government, are expected to come into force

next month, after the president signs two decrees.

The radical proposals reflect the almost war-like atmosphere within the government as it seeks to marshal resources to pay for the campaign promises of President Boris Yeltsin, who faces an uphill battle against the Communists before the June 16 presidential poll.

The most urgent and most expensive pledge is Mr Yeltsin's promise to pay the Rb13,000bn (\$2.75bn) mountain of wage arrears which according to Mr Panskov was accumulated last year by Rus-

sia's federal and local governments.

But the government's attempt to pay off its wage debt has been imperilled by steadily declining levels of tax collection. Mr Panskov estimates that a drop in rates of collection between 1994 and 1995 led to a loss of Rb25,000bn and says he expects tax collection to decline even further this year.

The planned restrictions on cash and bank transactions are an effort to stem this decline in tax revenue, which has forced the government to go on a borrowing binge this month, sell-

ing twice the planned number of government bonds.

In an accusation which confirms the warnings of many Russian liberal politicians, Mr Panskov said the Chechen war and Russia's high-spending security ministries bore the lion's share of the blame for the government's financial woes. He estimated that last year Rb10,000bn was spent fighting in Chechnya and repairing a fraction of the damage to the battered region.

But right now Mr Panskov and his subordinates, several of whom have been recently sacked by the president,

are in the Kremlin's line of fire as Mr Yeltsin steps up his effort to win back disgruntled Russian voters.

Russian television cameras this week captured an example of the intense pressure Mr Yeltsin is exerting on the ministry. After a brief conversation with Mr Panskov in the Kremlin, Mr Yeltsin drew his hand sharply across his neck and gestured to his minister.

Mr Panskov interpreted the sign as "a joking gesture, but with a serious subtext... just before that he had asked me if the wage arrears would be paid."

## Yeltsin takes harder line against Nato's eastwards expansion

By Chrystia Freeland in Moscow

The west's effort to woo Russia into accepting the planned eastward expansion of the Nato military alliance met a chilly reception yesterday from Russian President Boris Yeltsin.

He greeted Mr Javier Solana, Nato general secretary, with a warning that he would take an even tougher line than his ministers in opposing the admission of eastern European states to the western alliance.

"They say he [Mr Yeltsin] is too mild, so I will be tougher than him in making our position clear," Mr Yeltsin told Mr Solana, whose visit to Moscow this week is the first by a Nato chief to Russia in four years.

Mr Yeltsin's hard public stance was countered by Mr Solana's equally firm insistence that Nato would not be swayed from its enlargement plans. "The enlargement of Nato was a decision taken in 1994. We are working steadily towards it and we are not going to change course," Mr Solana said.

His unambiguous message echoed an even stronger pledge this week in Prague by Mr Warren Christopher, the US secretary of state, who arrived yesterday in Moscow for talks with senior Russian officials.

Mr Christopher told a receptive eastern European audience: "Nato has made a commitment to take in new members and it must not, and will not, keep new democracies in the waiting room for ever."

During two days of talks with Russian leaders today and tomorrow, Mr Christopher is expected to reiterate this position, while assuring Moscow that it will have a special relationship of its own with the west.

The double-headed offensive suggests that western leaders, who have been effective in their political and economic support for Mr Yeltsin's regime over the past few weeks, have decided to draw a line when it comes to security issues.

Less than three months ahead of fiercely contested presidential elec-

tions expected to pit Mr Yeltsin against Mr Gennady Zyuganov, the Communist front-runner, western leaders have personally endorsed the Kremlin chief and offered him generous economic support.

The International Monetary Fund recently approved a \$10bn loan for Russia, Germany has pledged DM4bn (\$2.7bn) and France and Japan have pitched in with smaller sums.

But this week Mr Solana and Mr Christopher have served Mr Yeltsin notice that these supportive policies do not extend to softening the west's line on Nato expansion.

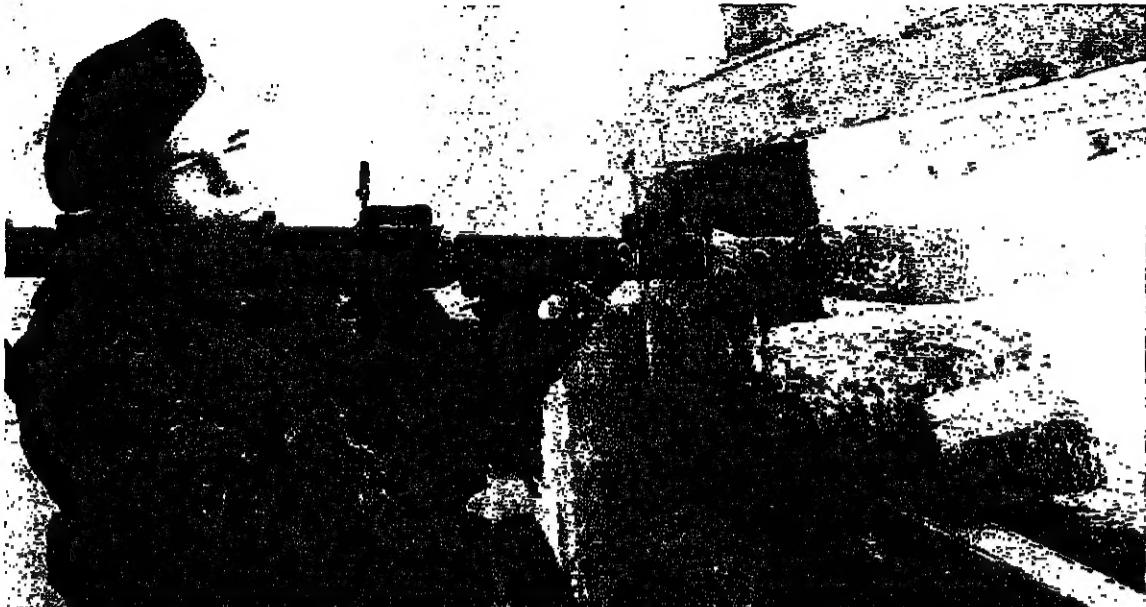
"I think they are telling the Russians that the expansion of Nato is inevitable. It can be done in an amicable way, but the Russians should not have any delusions of stopping it," said Mr Zolnevskiy Brzezinski, former US national security adviser and one of the early advocates of Nato enlargement.

Analysts believe the Russian parliament's symbolic vote last week to annul the treaty that broke up the Soviet Union, and the coming US presidential elections, have contributed to this tougher approach in the west, especially the US.

In a step which may earn him a public reprimand today from the Communist-dominated legislature, Mr Christopher this week strongly condemned the pro-Soviet vote.

There are already some signs that the adamant line on Nato expansion could be heeding from Mr Brzezinski said that behind closed doors, Moscow had already begun to negotiate on the conditions of Nato enlargement, demanding that no nuclear weapons be stationed in eastern Europe, no US or German soldiers be based in Poland, and there should be no unified command for the expanded alliance.

Although Mr Brzezinski said this last demand was unacceptable for the west, he argued that the beginning of the negotiation was a hopeful sign that Moscow would eventually reconcile itself to the prospect of an expanded Nato.



A Russian soldier in Chechnya yesterday prepares to fire a grenade launcher

## Hopes of 'grand bargain' to settle all conflicts in Caucasus

By John Thornhill in Moscow and Bruce Clark in London

Presidents Boris Yeltsin of Russia and Eduard Shevardnadze of Georgia have this week held out the tantalising prospect of a "grand bargain" in which all the interlocking conflicts of the Caucasus would be settled.

The suggestion has been made several times before by Georgia, whose government is trying to regain control of the Abkhazia and South Ossetia enclaves, where local leaders have tried to secede with covert backing from Moscow.

But only this week, during a visit to Moscow by Mr Shevardnadze, has Mr Yeltsin unequivocally endorsed the proposal. He said they had agreed that a peace conference be held in Vladikavkaz, the capital of North Ossetia, which is traditionally the most pro-Russian of the region's complex patchwork of territories.

One of the factors behind Russia's apparent change of tack is the Kremlin's desperate need to neutralise the war in Chechnya as a political issue before June's presidential elections.

To many observers of the region, the idea of simultaneously stopping the Chechen war, settling the disputes within Georgia and ending the conflict between Armenia and Azerbaijan sounds far too good to be true.

But the disputes are intertwined, and Mr Shevardnadze's proposal is part of a careful strategy that involves strengthening ties between all the sovereign governments in the region so as to neutralise local enclaves and warlords.

Before going to Moscow, he and Azerbaijan's President Heydar Aliyev agreed on the need to unlock the region's vast economic potential through a policy of rigorous respect for the "territorial integrity" of all states.

This means Georgia regaining control of its two lost enclaves, Azerbaijan reasserting at least national sovereignty over the Armenian-populated enclave of Karabakh, and Russia bringing Chechnya to heel.

The chances of achieving the first two goals have improved slightly in the recent months as Moscow has tilted from its previous policy of supporting

rebel enclaves - such as Karabakh and Abkhazia - and towards closer relations with the Georgian and Azerbaijani governments.

Georgia promised Moscow last year that it would guarantee the Russian military presence on its territory for another 25 years if it could regain its two lost territories.

Azerbaijan has hinted it will rethink its refusal to allow Russian soldiers on its territory if it is given some help with Karabakh.

Senior US and Russian officials have visited Armenia and Azerbaijan recently in a high-profile bid to turn the ceasefire agreed in May 1994 into a fully fledged settlement, and pave the way for an oil pipeline to run through the war zone.

However, both sides appear to have rejected the latest peace proposals from the 53-nation Organisation for Security and Co-operation in Europe, including broad self-rule for Karabakh within Azerbaijan; deployment of an OSCE peace force around Karabakh - now Armenian-occupied - and the demilitarisation of Shusha, the region's strategic high point.

## 'Safety net' plan after telecoms liberalisation

By Emma Tucker in Brussels

A telecoms safety net, comprising basic telephone lines, emergency and information services, telephone kiosks and phone directories, will have to be provided by all member states after 1998, when Europe's telecoms sector will be thrown open to competition.

The scope of the safety net was agreed by telecoms ministers in Brussels yesterday as part of negotiations aimed at establishing a coherent regulatory environment for the telecoms market after liberalisation.

They also agreed that only companies operating public telecoms networks or offering basic telephone services to the public, with a market share of more than 25 per cent of a

particular telecoms market, would be liable to pay for the cost of financing the safety net.

Ministers hope that by tightly defining the scope of "universal service" and the basis for its financing, newcomers entering the liberalised market will face a minimum number of barriers.

For example, under the definition agreed yesterday, telecoms regulators will not be allowed to ask mobile phone operators, or providers of on-line services, to contribute towards the cost of the safety net.

Belgium, Luxembourg, and Ireland voted against the legislation, arguing that member states should be free to set their own universal service standards and that the scope of the safety net should be broadened as technology develops.

"Universal service has not obtained the status it deserves," said Mr Elie Di Rupo, the Belgian telecoms minister.

The definition of universal

service will be reviewed in 1999. It was broadened at the last minute to include provision of special facilities for customers with disabilities or special social needs.

Mr Di Rupo argued that this would allow hospitals and schools to be included within the scope of the safety net.

Although ministers agreed the basis for the financing of universal service, they avoided the delicate matter of how it should be financed. The Commission is working on proposals to be produced later this year. These work on the assumption that provision of a basic safety net costs an incumbent operator roughly 1-2 per cent of its annual turnover.

Over lunch the ministers discussed the EU's offer to World Trade Organisation negotiations on liberalising basic telecoms. France, Spain, Portugal, Italy and Belgium continued to argue that they should be allowed to keep restrictions on foreign ownership of their telecoms industries.

## Brussels takes a new view of TV programmes

The European Commission has

proposed a new definition of a television programme which critics say could stifle investment in budding online and electronic communication services.

Under proposed revisions to existing EU-wide broadcasting legislation, a TV programme is defined as a moving or non-moving sequence of images which may or may not be accompanied by sound. Industry executives say this is so broad as to extend automatically to the growing market for new Internet-type services.

"Although presented as a mere legal clarification, such a new definition will extend existing television regulation far beyond the domain of traditional television broadcasting into the area of electronic publishing and other new services," said the International Communications Round Table, which brings together European media companies and electronic publishers.

The definition forms part of a revised text of the Television Without Frontiers directive

which the Commission has produced in response to a series of hard-hitting amendments tabled by the European Parliament.

The proposal is likely to please the parliament, but it defies the wishes of a majority of member states which last year voted to lighten the regulatory burden on broadcasters and to keep new information services, such as video-on-demand and other interactive services, out of the scope of broadcasting legislation.

In addition, the revised legislation says that any future legislative framework concerning new audiovisual services must be "compatible with the spirit and objectives of this directive".

"This could mean that new services, instead of staying right outside any discussion on broadcasting, could end up being dragged into arguments about content quotas and other matters that are not relevant," said the International Federation of Phonographic Industries.

The ICRT echoed this fear.

saying: "The proposal would impose on the new services a complex set of regulations that were developed over time for a fundamentally different medium, and would risk crushing their growth and progress in Europe."

The Council of Ministers is likely to reject the revised version, which has yet to be adopted by the whole Commission.

Debate over how to revise EU-wide broadcasting legislation has been raging for over a year now. The most sensitive element was whether to force European broadcasters to screen a minimum 51 per cent of European-made productions by removing a loophole that currently allows specialised channels - such as movie or cartoon channels - to ignore the requirement.

The Council voted to maintain the loophole, but the parliament believes it should be removed altogether as part of the battle to protect European culture from US imports.

Emma Tucker

## France downgrades growth prospects

By David Buchanan in Paris

The French economy will expand "at maximum" by 1.5 per cent this year, Mr Alain Lamassoure, the budget minister, said yesterday, in advance of the government's formal growth forecast which is to be released next week.

This represents a further downgrading of growth prospects by the government, which had recently put 1996 expansion in the 1.5-2 per cent range, and whose previous formal forecast last September was of 2.6 per cent this year. Mr Lamassoure said France

had had "zero growth since the middle of last year", but he expected "a sharp acceleration towards the middle of this year" to end 1996 with a rate of economic expansion of 2.5-3 per cent.

Slower growth will make it harder for the government to meet its target of reducing this year's deficit to 4 per cent of national output, because it will bring in fewer tax receipts. The government has set itself the 4 per cent target as a stepping stone to its ultimate goal of bringing the combined budget and social security deficit to 3 per cent in 1997, in order to

quality for European monetary union.

Over a longer time-frame, however, Mr Lamassoure said that the government planned to prepare by the summer a five-year income tax reform, which he hoped would be approved by parliament this autumn.

The reform would aim at lowering income tax rates by reducing the number of tax breaks, while widening the tax base to embrace more people and more forms of income from capital and savings.

At present, a levy of tax deductions allow half of

French households to escape paying any income tax, but wage-earners and employers have to shoulder high welfare-related charges on salaries. The government is progressively reducing these welfare charges, considered a cause of the country's abnormally high unemployment, with the aim of funding more of social security from a beefed-up income tax system.

Mr Lamassoure said his aim was that "income tax should be paid by the vast majority of French, except those on very modest incomes", and that the system should become "much

simpler" than it was at present.

But he warned the reform would require "sufficient margin of manoeuvre" in public finances to carry out, so that it ended up benefiting more people than it penalised.

For this reason, he said, tax reform would "take account of the evolution of the economic cycle". Evidently, the government is hoping that by the late 1990s the country will have qualified for monetary union and steadier and stronger growth will have returned to its economy to complete the tax reform.

### EUROPEAN NEWS DIGEST

## Persson takes over in Sweden



Mr Göran Persson (left), Sweden's finance minister for the past 18 months, formally took over as prime minister yesterday after a vote of confidence in the Riksdag. He will name his new Social Democratic government and outline its policy commitments today. By yesterday there was no indication of his successor to the key finance portfolio. Mr Persson's accession was boosted by cuts in interest rates by the central bank, an important move for Mr Persson's top priority of cutting unemployment. The Riksbank yesterday cut both its lending and deposit rates by 0.75 percentage points, to 8.25 per cent and 6.75 per cent respectively. Mr Urban Bäckström, the Riksbank governor, said there was room for further cuts as inflation pressures had eased.

All political parties except the Social Democrats and the former communist Left party, which backed Mr Persson, abstained in the prime ministerial vote, giving Mr Persson a clear passage to succeed Mr Ingvar Carlsson, who retired after 10 years as leader of the SDP, during six of which he was premier.

**64% of French favour Emu**  
Two-thirds of French people favour a single European currency and a majority believe European union will help France on many fronts, according to an opinion poll published yesterday. The poll said 64 per cent were in favour of European monetary union, due to take effect in 1999 if EU states meet strict economic criteria. The survey found big majorities believed that European union would help promote security, employment, education and a variety of other aspects of life in Europe. In a rare finding for France, it said 47 per cent believed financial markets should be given more weight in decision-making in the European Union, while 34 per cent disagreed. About 53 per cent said that if a referendum were held now, they would vote in favour of the Maastricht Treaty. Europe's blueprint for economic and monetary union, while 47 per cent would vote against. In a referendum in September 1992, 61.05 percent of French voters backed the treaty.

**Bulgaria faces blackouts**  
A miners' strike crippling Bulgaria's coal industry will probably lead to electricity blackouts and shortages, government officials said yesterday. "An electricity rationing scheme will be introduced from the end of this week," Mr Rumén Orcharov, vice-chairman of the government's energy committee, said.

He said the step was being prompted by a miners' strike at Maritsa Istok coal field, which produces 78 per cent of the country's coal supply. More than 11,000 miners went on strike on Wednesday at Maritsa Istok, 250km southeast of Sofia, demanding higher pay and better working conditions. Trade union sources said that miners from other regions walked out yesterday, and it has been reported that colleagues from mines in central Bulgaria will join them today. There are some 35,000 coal miners in Bulgaria.

Strikes organised by the unions forced the Socialist government, comprising members of the former Communist party, to resign in 1990 after they had won the first post-Communist general elections. The Socialists returned to power in December 1994.

**Turkey inflation forecast up**  
Turkey increased its 1996 inflation forecast to 65 per cent from 45 per cent, Mr Lutfullah Kayalar, the finance minister, said yesterday, presenting the 1996 draft budget to a parliamentary commission. Turkey's annual average wholesale inflation was 88.5 per cent in 1995. Year-on-year 1995 inflation stood at 64.9 per cent.

The 550-member parliament will vote on the budget in mid-April after three weeks of discussions in the commission. The 1996 budget was cast aside when the house dissolved ahead of December's general elections. Turkey has been run under a temporary budget this year until the new government prepared the draft, which envisages a 4.5 per cent growth in GNP. The draft targets a TL410,000bn (\$6.5bn) deficit in the budget, but Mr Kayalar said the deficit should be raised to TL500,000bn by the commission.

**Swiss lower expectations**  
A top Swiss government commission said its December forecast that the country's economy would grow by 1.25 per cent in 1996 was too optimistic. The Commission for Economic Issues predicted Switzerland's gross domestic product would pick up later this year, but said it could not pinpoint when.

A commission statement said its lower expectations were based on new forecasts of slower growth in world markets this year, especially in European hard-currency countries such as Germany that comprise Switzerland's biggest export markets. The Swiss economy slowed more than expected in the fourth quarter of 1995 and at the start of this year, increasing insecurity among households and companies.

Its findings were the latest in a growing chorus from economists and banks that have dropped their expectations for Swiss GDP. "The result for the year will depend strongly on when improving trends set in; this point in time cannot be forecast with precision," the commission said.

**ECONOMIC WATCH**

**Dutch trade surplus increases**  
The Netherlands set a new trade surplus record in 1995, in spite of a slowdown in export growth rates in the second half of the year.

Provisional figures released by Statistics Netherlands showed a slight increase in the 1995 trade surplus to F131.2bn (\$18.9bn) compared with F131.0bn in 1994. The surplus was held in check by the fact that imports rose at a faster pace than exports: imports expanded by 10 per cent to F122.4bn, while exports rose 9 per cent to F131.3bn. Trade was particularly buoyant, both in terms of exports and imports, with other members of the European Union. Germany remained the Netherlands' single biggest market, accounting for 29 per cent of exports and 23 per cent of imports.

In the first two quarters, overall Dutch exports rose by a buoyant 12 per cent but growth tapered off to 10 per cent in the third quarter and then to 3 per cent in the final quarter. Import growth also showed a falling trend. The 14 per cent rise seen in the first quarter had fallen to an increase of just 5 per cent by the final quarter.

● Spain's trade deficit rose to F173.3bn (\$1.4bn) in January from F172.5bn in December, and was up 12.3 per cent from a year earlier.

● German producer prices rose 0.1 per cent in February from January, but were down 0.2 per cent year-on-year.

**Netherlands**  
Trade surplus (F bn)

Source: Dutch Central Bureau of Statistics

The graph shows the Netherlands' trade surplus in billions of Dutch guilders (F bn) from 1994 to 1995. The surplus fluctuates throughout the year, with a notable peak in the second half of 1995.

1994 95

Source: Dutch Central Bureau of Statistics

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Guarantees refused over fears of return to state

## Banks spurn German shipyard's cash pleas

By Judy Dempsey in Berlin

A consortium of banks, led by Commerzbank, has made it clear it will not provide liquidity to the east German shipyard owned by Bremer Vulkan unless it obtains guarantees from the BvS, the successor to the Treuhänder privatisation agency which sold the shipyard to Bremer Vulkan.

The banks' decision could precipitate an official declaration of bankruptcy, followed by redundancies in a region where the official unemployment rate is over 20 per cent, the highest in Germany. Yesterday, construction workers and subcontractors were pulling out of the east German shipyards, concerned they would not be paid.

According to government officials from the state of Mecklenburg-Vorpommern, where the shipyards are located, the BvS is reluctant to extend any financial backing.

It is concerned such guarantees would open the way for the shipyards reverting to state control, a possibility the BvS

and the finance ministry want to prevent since it would set a precedent and saddle them with uncompetitive shipyards which have already received at least DM1.7bn (\$1.2bn) in state-backed investments.

The BvS said it would not take back the yards under any circumstances. "This is a complete shambles. The BvS is not prepared to take responsibility for a mess even though it had been aware of Bremer Vulkan's financial problems for some time yet it refused to take any action," a senior government official said yesterday.

The banks are owed DM1.4bn by Bremer Vulkan, Germany's largest shipbuilder which two months ago sought protection from its creditors after running up losses of more than DM1bn last year.

According to the official - and confirmed by Bremer Vulkan's management - the BvS had been informed by the Mecklenburg-Vorpommern government as early as June 1995 about delays or irregularities in investments due by Bremer Vulkan to the MTW

and Volkswerft east German shipyards. "But the BvS ignored those warnings," the official said. "It did not want to know."

More than DM720m of state-backed investments due for the shipyards had been siphoned off and poured into some of Bremer Vulkan's loss-making operations in west Germany.

When it was known last September that Bremer Vulkan would make at least DM250m losses last year and that investments in its east German shipyards had not been paid on schedule, the BvS had until December the legal right to recall the east German shipyard's property rights.

Meanwhile, in Bremen, Bremer Vulkan's management and Mr Jobst Wellensiek, the lawyer overseeing the Vergleich, the procedure intended to stave off bankruptcy by reducing and rescheduling a company's debts, have yet to come up with a restructuring plan. But officials are not optimistic about the future. "The feeling is not good. We are expecting bankruptcy," a Bremer Vulkan spokesman said.

## Popular touch may keep FDP alive

Wine minister and rubbish-collecting premier enliven state poll, writes Michael Lindemann

Rhineland-Palatinate has several claims to fame. It is, for example, the birthplace of Chancellor Helmut Kohl and the only one of Germany's 16 Länder, or federal states, with a minister for winemaking.

It is also the only Land where the small Free Democratic party, the junior partner in Chancellor Kohl's government in Bonn, is still in government. It is, moreover, in coalition with the opposition Social Democrats - it has two ministers in the Mainz government alongside seven SPD cabinet members.

Voters in Rhineland-Palatinate will be electing a new state parliament on Sunday, the same day as elections in neighbouring Baden-Württemberg and the northern state of Schleswig-Holstein. While the elections as a whole are being considered a mid-term test of the government in Bonn, the FDP in Rhineland-Palatinate has made clear that it will be content to stay in coalition with the SPD.

Recent opinion polls suggest that the FDP in Rhineland-Palatinate has a far better chance of entering the local parliament than in the other two

states. This is largely because of the popularity of the party leader and state economics minister, Mr Rainer Brüderle, whose prominence has grown since he also became minister for winemaking in 1991. He is regularly seen kissing local "wine princesses" or promoting Moselle wines at trade fairs around the world.

With a record 4.37m Germans out of work, the FDP's reputation as the party of enterprise means it is almost certain of the 5 per cent share of the vote needed to remain in the Mainz legislature. Germany's high and rising unemployment has been the main issue during the campaign.

"The number one theme has undoubtedly been jobs," says Mr Kurt Beck, who took over as state premier 18 months ago after Mr Rudolf Scharping, his predecessor, left Mainz to become SPD leader in Bonn. Mr Beck is promising more jobs by shortening the time to approve new factories and finding investors for empty military installations vacated by around 70,000 US and French troops who have been withdrawn from the state since the end of the cold war.

Mr Johannes Gerster, the

Christian Democratic candidate, counters that Rhineland-Palatinate lost 18,000 jobs last year, more than any other western German state. The only jobs Mr Beck has created, he says, are in an expanded state administration.

But even political opponents admit that the bearded and solid-looking Mr Beck has successfully cast himself as the state's father figure or *Landesvater*. He has a populist touch that eluded Mr Scharping - he dressed up as a rubbish collector during the early stages of the campaign and worked a full morning shift.

The rather brusque Mr Gerster, meanwhile, admits that record unemployment and talk of "massive" spending cuts in Bonn have not helped the CDU. Mr Gerster, who bears a more than passing resemblance to Mr Beck, took over the leadership of the state party in 1994 with instructions from Mr Kohl to reverse the disastrous result of 1991 when the CDU lost power for the first time since 1947.

"It's very difficult to win a state election with state themes alone," says Mr Gerster, "and at the moment our popularity ratings have been



Beck, the SPD leader, has cast himself as the state's father figure

denied a bit by what is going on in Bonn."

Mr Gerster has appealed to the German voters' desire for stability, warning that only a strong CDU can prevent a squabbling coalition of SPD and Greens such as that in nearby North-Rhine-Westphalia.

To keep the Greens at bay, both Mr Beck and Mr Gerster

have made an issue of Rhineland-Palatinate's relatively underdeveloped infrastructure. Both parties propose extending motorway and rail links running east-west across the state, projects the Greens reject.

The Greens are hoping to pick up around 9 per cent of the vote, which would be a record.

## Tax cut ploy gains a march for Berlusconi

By Robert Graham in Rome

The rightwing alliance in Italy headed by former premier Silvio Berlusconi has seized the initiative in election propaganda by promising to abolish the tax on treasury bills, the country's most popular form of saving.

The proposal - the most eye-catching in the right's electoral platform unveiled on Tuesday - has been strongly attacked as irresponsible by members of the centre-left "Olive Tree" alliance. Mr Vincenzo Visco, economist for the Party of the Democratic Left (PDS), the dominant partner in that alliance, claims abolition of the tax will cost L10,000bn (\$6.4bn) per year.

But the idea of removing the 12.5 per cent withholding tax on such a widely held savings instrument has reinforced the image of the Berlusconi camp as tax-cutters. In the 1994 election campaign Mr Berlusconi promised to reduce taxes, but the state of Italy's public finances made it difficult to honour this pledge during his seven months in power.

The budget deficit this year is due to fall to 5.9 per cent of gross domestic product, but is still almost double the level required to meet the convergence criteria for participation in the planned European single currency. This allows little room to lower fiscal pressure.

Mr Roberto Marzano, chief economist with Mr Berlusconi's Forza Italia movement insists abolition of the tax would be fiscally neutral.

The Olive Tree alliance is almost certainly correct in saying the tax abolition will cost the taxpayer, but has been unable to overcome its propaganda effect.

The proposal underlines the huge gulf between the two sides on programmes presented this week. The centre-left has offered dull but responsible proposals which strengthen the agenda of Mr Lamberto Dini's government. Mr Berlusconi and his allies have sought to woo the voters, ignoring the cost and practical implications of policy implementation.

The tax on treasury bills is the lowest in Europe on such paper. After much pressure the Dini government agreed foreign investors should be exempt, on grounds that the treasury was already reimbursing those proving tax was being paid elsewhere.

Removal for local taxpayers would go against moves by Brussels to achieve greater tax harmonisation. Besides, the proposal undermines one of Mr Berlusconi's stated aims - to promote greater share ownership through expanding the stock market which has suffered precisely because of the existing attractions of treasury bills.

## Turks give Kurds an olive branch

By John Barham in Ankara

Mr Mesut Yilmaz, Turkey's prime minister, yesterday travelled to the eastern town of Igdir to participate in celebrations marking the Kurdish new year, or Nevruz, the first Turkish leader to do so.

Mr Yilmaz, who took office three weeks ago, emphasising a more conciliatory approach to the 11-year Kurdish rebellion, said: "Let us make Nevruz a day of friendship and brotherhood. We will put out the fire in the south-east as soon as possible."

However, Mr Yilmaz did not announce, as had been expected, that he would allow education and broadcasts in Kurdish, two of the most common demands of Turkey's estimated 15m Kurds.

President Süleyman Demirel had warned that he would prevent this, claiming it infringed the constitution and threatened national unity.

The Kurdistan Workers party (PKK), which has widespread support in the heavily Kurdish south-east, has traditionally marked Nevruz as a day of protest, and the government had responded by banning celebrations.

In recent years, however, Turkish nationalists have "rediscovered" Nevruz as a spring festival which is celebrated throughout central Asia, in an attempt to diminish its Kurdish connotations.

In Ankara, Mr Demirel

hosted a meeting of central Asian culture ministers and fired the starting gun for the first Nevruz marathon.

In Diyarbakir, the south-east's regional capital, government officials provided car tyres to be burned at night as part of Nevruz festivities. Bonfires were previously banned.

In Germany, home to about 500,000 Kurdish migrant workers and refugees, police banned marches to avoid a repetition of Sunday's clashes between PKK supporters and police in which 300 were injured.

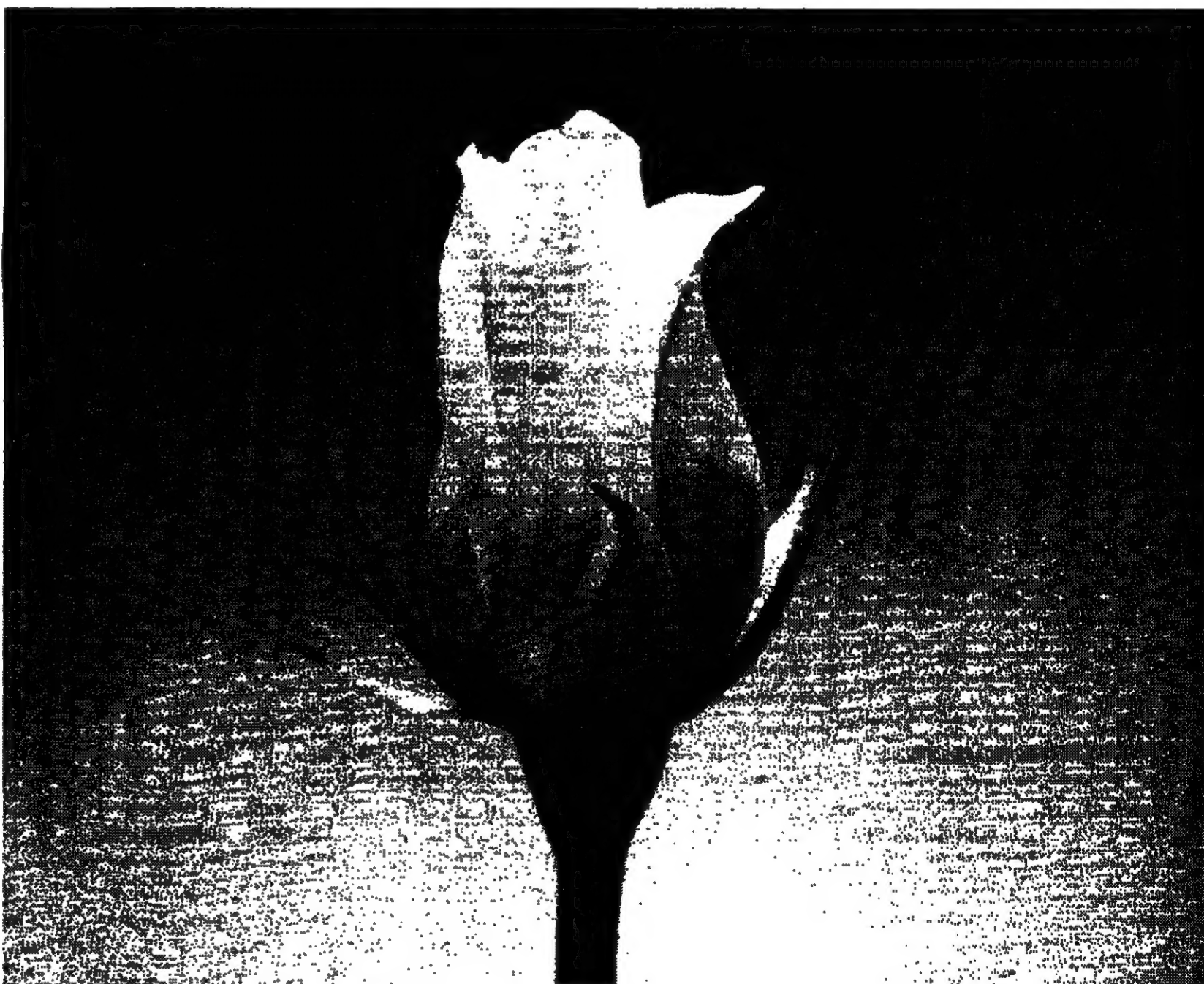
However, it seems unlikely that making Nevruz official presages an end to the bloodshed in the south-east, where some 20,000 civilians, soldiers and guerrillas have died since mid-1984.

In spite of a three-month ceasefire by the PKK, four rebels and a Turkish soldier died in a night battle that continued into the early hours of yesterday.

Mr Abdullah Ocalan, PKK leader, wrote this week to Mr Yilmaz saying: "We want an honourable peace and we are prepared for it. But if this is not going to happen, I am announcing that we can wage a war much more intense than before, and that things will get moving much quicker with Nevruz."

Earlier, Mr Ocalan threatened to strike at tourist venues to damage Turkey's tourism industry, which is worth about \$5bn a year.

## New Promise Unfolds



April 1, 1996

The Bank of Tokyo and The Mitsubishi Bank will merge to form The Bank of Tokyo-Mitsubishi. The same dedication to financial excellence and an expanded worldwide presence.

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## NEWS: THE AMERICAS

# The ifs and butts of litigation

The US tobacco industry would like an end to lawsuits, but paying up is not the best way to get there. RJR Nabisco's chief tells Richard Tomkins

The US government sanctions the manufacture and sale of cigarettes, and benefits mightily from the industry through taxation. Yet because people are smoking these government-sanctioned products, the companies that make them are facing multi-billion dollar lawsuits.

The US tobacco industry would like a resolution of this apparent paradox. But while the industry is not sure what that solution should be, it is quite certain that it is not along the lines suggested by Liggett, the small US cigarette company controlled by Mr Bennett LeBow.

Explaining the industry's reasoning, Mr Steven Goldstone, chief executive of RJR Nabisco, said there was a big difference between cigarette companies and manufacturers of other products that had attracted lawsuits, such as silicone breast implants and asbestos: cigarette companies were going to continue selling their products.

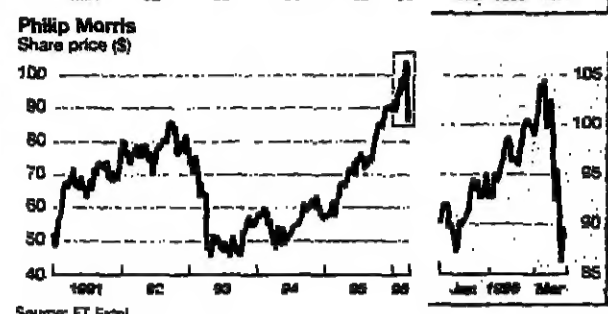
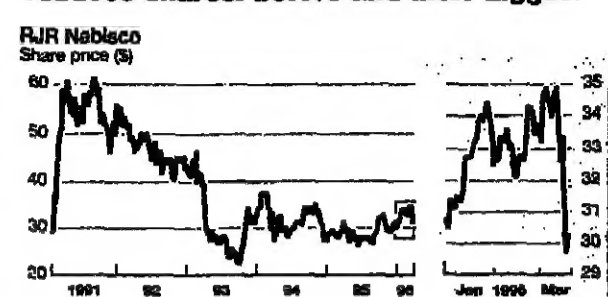
"So, as long as lawyers think there is a chance to make money from suing us, they will figure out new and novel ways to bring cases," Mr Goldstone said in an interview.

He was speaking after Mr LeBow broke ranks with the rest of the industry by agreeing financial settlements with two groups of anti-tobacco plaintiffs. The move was widely seen as a play in Mr LeBow's battle to seize control of RJR Nabisco, the second-biggest US tobacco group, by replacing Mr Goldstone and

the rest of the company's board.

One of the groups settling with Mr LeBow represented smokers claiming compensation for addiction to nicotine, and the other comprised state attorneys-general seeking com-

## Tobacco shares: before and after Liggett



Source: FT Excl

penetration for state-incurred costs of treating smoking-related illnesses.

Mr Goldstone said the rest of the US tobacco industry would never subscribe to any similar agreements. "It's really just chasing your tail. You are only settling with those few lawyers who have brought those few

cases; you are not resolving the legal controversy that exists regarding smoking and health.

"When smart, commercially-oriented plaintiff lawyers see that the tobacco industry is no longer willing to litigate these

cases, you are not resolving the legal controversy that exists regarding smoking and health.

One obvious reason why the industry should be interested in such a deal is that it would save tobacco manufacturers big sums in legal fees. US tobacco companies refuse to disclose how much they spend defending themselves against litigation, but the figures are undoubtedly large enough to have a significant impact on profits.

However, Mr Goldstone said the litigation costs paled in comparison with the damage done to tobacco manufacturers' share prices by the uncertainty arising from anti-smoking litigation.

To illustrate the point, Mr Gary Black, an analyst at Sanford C. Bernstein, the Wall Street investment house, estimates that shares in Philip Morris were trading at about \$170 if it were not for the litigation risk. At lunchtime yesterday, Philip Morris's shares were trading at just \$88 so if Mr Black's estimate is correct, the litigation risk is currently costing Philip Morris a mind-boggling \$82 in market value.

Figures as big as these indicate why US tobacco manufacturers would like to end the tobacco litigation risk. Until now, the only strategy open to them has been to fight and win

every case brought against them in the hope that plaintiffs would eventually give up; but the plaintiffs have kept coming.

According to Mr Black, probably the only way to eliminate all tobacco litigation risk would be for the US courts to certify a mandatory class action embracing all present and former smokers without the possibility of an opt-out. Such class actions, he says, are extremely rare.

Concurrently, Mr Black says, Congress would have to pass legislation that pre-empted any further lawsuits against the tobacco industry alleging addiction or personal injury. But he adds gloomily: "Since Congress is highly unlikely to pass such legislation, we do not anticipate the industry ever reaching a global settlement" - or indeed, he adds, trading at its appropriate share price levels.

Mr Black may be right. Yet Mr LeBow's actions - and the industry's response to them - could nevertheless stimulate fresh ideas about how the tobacco industry should pay for the costs imposed on society by the use of tobacco companies' products.

This would be a controversial, and sometimes macabre, topic. It has sometimes been argued, for example, that tobacco companies save society money by killing off smokers before they become a burden to the state in their old age. But it could also provide the basis for a rational response to the smoking problem, where none exists at present.



Joe Camel: Half-man, half-beast, all set for trouble



Fighting the weed: President Clinton this week met children of the Campaign for Tobacco-Free Kids at the White House

## Joe Camel rides back into market frontline

By Richard Tomkins in New York

Joe Camel, the half-man, half-beast cartoon character who is never seen without a Camel cigarette hanging out of his mouth, is making a comeback.

His reappearance could stir up trouble.

Mr Steven Goldstone, chief executive of RJR Nabisco, said the controversial figure would feature prominently in advertisements for the company's Camel cigarettes this year as part of an aggressive marketing campaign for the brand.

Until recently, Joe Camel was the prime target of US anti-smoking critics who accused RJR Nabisco's tobacco subsidiary, R.J. Reynolds, of using the cartoon character to push Camel cigarettes

to under-age smokers.

Last year, however, industry observers noted that Joe Camel seemed to be fading from view. They concluded that R.J. Reynolds was tiring of the adverse publicity and had quietly decided to drop him.

They were wrong. Mr Goldstone now says that R.J. Reynolds will be using Joe Camel as part of a strong promotional effort for Camel this year.

"Camel was the fastest-growing full-price brand last year, and we want to keep it that way," he said.

The move comes at a time when the US Food and Drug Administration is seeking powers to regulate the US tobacco industry. As a first step, it wants tough new measures to cut smoking by children, and has specifically tar-

geted cigarette advertising that appeals to youngsters.

Mr Goldstone acknowledged that Joe Camel's comeback would look like a deliberately aimed slap in the face for the anti-smoking movement. "On the other hand, it has been attractive to our smokers, and anything that is likely to be successful in converting smokers from one brand to another is likely to be attacked by anti-smokers," he said.

"Despite one's intuition," Mr Goldstone said, studies by the Federal Trade Commission and R.J. Reynolds had concluded that the cartoon character did not encourage minors to smoke. "So we are not going to take something that our smokers like and that is attractive to them, and just not use it because anti-smoking activists want to use it as an example."

## PUBLIC NOTICE



## NATIONAL MARITIME AUTHORITY

(Established by Decree 10 of 1987)

### INSPECTION/VETTING PRE-APPROVAL OF VESSELS CARRYING PETROLEUM PRODUCTS WHILE TRADING IN NIGERIAN WATERS

Due to recent tanker disaster and high incidence of marine pollution both in port and within international waters, the National Maritime Authority of Nigeria as official Government maritime body of Nigeria have so determined the necessity to conduct VETTING/INSPECTION of all cargo vessels carrying oil petroleum and its derivatives into Nigerian territorial waters.

The enforcement of these inspections has the intent to protect and preserve the Nigerian coast line and waterway environment from pollution by negating commercial access to sub-standard vessels into Nigerian territorial waters.

These Vetting/Inspections are necessary to ensure the highest standard of environmental responsibility and safety by vessel owners and seafarers as embodied within the protocols of international maritime legislation and other regulations related to safety of life at sea, marine pollution prevention and the international safety management codes.

The inspections will be conducted through NMA appointed inspection company 'MARINE INSPECTION (NIGERIA) SERVICES' (MINS) who have established a joint venture alliance with 'Marine Management Associates Inc. (MMAI)' who will act as the principle inspection agent. MMAI will conduct inspections worldwide following the guidelines as determined and approved by the National Maritime Authority of Nigeria. The inspection guide-lines will be consistent with the inter-governmental maritime legislation and regulations for which Nigeria is a signatory member.

Failure to comply with the vessel inspection regulations, or to meet standards of inspection will prohibit the subject vessel from obtaining a ship entry permit for any Nigerian Port and offshore oil terminal will prevent the vessel from all commercial activities related to loading, discharge and transport of petroleum products within Nigerian territorial waters. Any vessel that enters Nigerian territorial waters without official clearance, or NIGERIAN MARITIME INSPECTION CERTIFICATE will be subject to detention.

As consideration for the performance of these inspection duties and to cover all administration costs the National Maritime Authority has authorized the Inspection company "MINS" to collect from the vessel owner/Manager on behalf of the Authority an inspection fee presently of USD5,000.00 (Five thousand Dollars) per Certificate for 12 months. The inspection will be conducted on a worldwide basis upon request from vessel owner/operation manager to principal inspection company direct. The principal inspection company will organise inspection upon receipt of fees and upon satisfactory inspection will issue to subject vessel owner/operator Manager a National

Maritime Inspection Certificate. This Certificate will be valid for one year, however, it will be conditional upon subject vessel remaining under the same owner/operator management as that at the time of inspection.

Request from vessel owner/operator for attendance of inspector is to be made direct to the principle office of MINS Joint Venture Partner:-

Marine Management Associates Inc.  
Offices in Beaumont, Texas  
USA.

Marine Management Associates Inc.  
Suite 920, 470 Orleans Building  
Tel: 409-833-5522 or 5535  
Fax: 409-833-3331  
Tlx: 6736790 MMAI

To allow vessel owners sufficient time to obtain Certificate of Inspection, the following will apply:

- (1) Each and every vessel will be considered for an initial Temporary Certificate which will be issued to vessel owners upon request to Principle Inspection Office on payment of USD500.00 (Five hundred US Dollars). If granted, this will allow subject vessel one entry into Nigerian territorial waters and allow adequate time for the ship owner/manager to comply with the requirements for full vessel inspection.
- (2) Each and every vessel trading into Nigerian territorial waters will be required to obtain a full Certificate of Inspection within six (6) months from the date of notice.

No temporary Certificates will be issued beyond this date.

By stringently implementing this inspection system, the National Maritime Administration of Nigeria intend to restrict accessibility to its ports and terminals for vessels not in compliance with their requirements and in doing so will achieve full protection and preservation of the flora and fauna of Nigeria for the future generations of Nigerian people. It will also indirectly improve the standards of vessel operations and in doing so will impact on the global quality of maritime tanker operations.

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## Job and welfare worries prompt move in Congress

### Immigration vote looms

By Nancy Durne in Washington

The US House of Representatives yesterday neared a vote on legislation to reshape the nation's immigration laws and curb the flood of both legal and illegal aliens coming to the US to find jobs.

Both the Congress and the administration are hoping to appeal to widespread anti-immigration sentiment among voters already anxious about job security. But controversy remained over various proposals to curb immigration, with Republicans and Democrats forming alliances to support or defeat a string of amendments.

Democrats supported by pro-immigration groups found themselves in alliances with libertarian Republicans who believe legal immigrants bring both job skills and the work ethic to the US economy. Pro-

labour Democrats, such as Senator Ted Kennedy, worry about middle income jobs being captured by foreign workers.

Anti-immigration members are boosted by studies showing a decline in the skills and educational level of recent migrant groups. The concentration of many immigrants in individual regions has created a heavy burden for states such as California, Florida, Texas, Illinois and New Jersey.

The House on Wednesday passed an amendment allowing states the option of denying free schooling to the children of illegal immigrants.

Mr Newt Gingrich, House speaker, caused an uproar when, in a rare speech on the House floor in support of the provision, he said that offering free benefits to illegal migrants had increased their numbers. "This used to be the land of opportunity; now it's the land

of welfare," he said.

Opponents said most immigrants come to the US for jobs, rather than education. But they have raised objections to a proposed worker verification system and other efforts to curb jobs for illegal workers.

The House also passed a provision requiring some immigrants to pass English proficiency tests. It was to vote yesterday on splitting the legislation covering legal and illegal immigration, a move which could kill most efforts to cut legal immigration.

Similar legislation is moving through the Senate, where the bill governing legal and illegal immigration has been divided. Senator Alan Simpson, sponsor of the Senate bill, initially tried to restrict the ability of business to sponsor foreign workers but these were dropped after high technology companies complained.

## Clinton hints at liability accord

By Patti Waldmeir in Washington

The US Senate yesterday passed a product liability bill which has become a focus for presidential campaign sparring between President Bill Clinton and Senator Bob Dole, the presumptive Republican nominee.

The bill, which would cap damages in product liability cases, was passed by the Senate with a 59-40 margin, insufficient to override Mr Clinton's promised veto. However, Mr Clinton yesterday appeared to open the door to further negotiation on the bill, saying he would sign it if some minor changes were made.

"I've said all along that there's legislation in this area that I would sign... There are some changes that I think are

relatively modest that would permit me to sign it," he said shortly before the Senate vote. He gave no details.

Mr Clinton has come under criticism, even from within his own party, for threatening to veto the bill, which would limit punitive damages in product liability cases to twice the amount of compensatory damages or \$250,000, whichever is greater.

Mr Dole has accused Mr Clinton of bowing to pressure from the trial lawyers' lobby, long-standing large contributors to the Democratic party, in opposing the bill.

"If money talks, this money screams," Mr Dole said in a statement. "This message has apparently been heard down at the White House, loud and clear."

## Friction over labour council in Argentina

By David Pilling in Buenos Aires

Argentine President Carlos Menem was last night due to constitute a controversial work and employment council, to be formed by 24 union and business leaders with a mandate to suggest ways to confront recession and unemployment.

The advisory council is opposed by Mr Domingo Cavallo, economy minister, who sees it as representing a retreat towards an interventionist past. It is to be under the aegis of Mr Eduardo Bauza, the powerful cabinet chief.

Formation of the council, whose powers are to be far less than first conceived, has been enough for union leaders to halt a general strike planned

for March 26. Mr Menem is bound by Argentina's strict monetary policy but he is keen to offer gestures to a society increasingly frustrated by economic stagnation.

Mr Cavallo, who is not one for gestures, said there was no question of an accommodation with unions. The only long-term solution to unemployment was not the 180-day halt to job losses sought by unions but further flexibility in labour practices. A bill to restrict collective bargaining would be sent to Congress shortly, he said.

"What we have here is a co-government, which makes it very difficult to negotiate," the daily newspaper Clarin yesterday quoted a spokesman of the CGT union grouping as saying.

## Progress for reform in Brazil

Brazil's economic reform programme got back on track yesterday, following the approval in the lower house of Congress of a much diluted social security bill, Angus Foster reports from São Paulo.

The reform, put forward by President Fernando Henrique Cardoso, had been thrown into doubt two weeks ago when a previous version of the bill failed to win enough votes. Yesterday's bill was approved by 351 of the 513 lower house deputies. Various amendments now need to be voted on before the bill is sent to the senate.

Yesterday's vote marked a victory for the government, which was keen to keep up the momentum of its reforms. Another defeat or delay could have thrown the social security package into doubt.

However, the government has backed down in many areas during past few months so as to get the bill approved. Critics say its timid measures mean a real reform of the social security system, where costs are rising much more rapidly than contributions, still needs to be done soon.

Mr Cardoso's other reform plans, to modernise the civil service and tax systems have to be passed before July, when Congress will go into recess. In the second half of the year, about 20 per cent of deputies are expected to contest municipal elections, bringing much congressional business to a standstill.

The main advantage for the government of the bill approved yesterday is that it ties pension benefits to the length of time a person has contributed. The present system pays according to the length of an individual's employment.



# Russians show interest in Algerian oil project

By Robert Corzine in Moscow

Lukoil, Russia's largest oil company, wants to extend its North African presence to Algeria, an increasingly favoured destination for investment by international energy groups.

Senior officials from Lukoil, including Mr Vadim Alekperov, the chairman, visited Algiers last week for talks with Mr Ammar Mahloud, the indus-

try and energy minister, and senior executives from Sonatrach, the state oil and gas company.

Lukoil, the most progressive and internationally oriented of Russian oil companies, is said to be interested in projects close to existing fields in the south of the country operated by Agip, the Italian oil company with whom it co-operates elsewhere in North Africa.

Algeria is also the location of

a multi-billion dollar oil field rehabilitation project announced earlier this year by Arco, the Los Angeles-based oil company with which Lukoil is holding talks on a possible strategic alliance.

It sees no conflict in co-operating internationally with both companies. "Some projects are more suitable for co-operation with Arco, and some are more suitable for Agip," according to Mr Alekperov.

He also said Lukoil's interest in Algeria was not limited to oil. The company was also keen to exploit Algeria's natural gas reserves, even though the North African state is one of the main competitors to Gazprom, Russia's gas monopoly, in the lucrative export trade to western Europe.

Lukoil, which has a close relationship with the Russian government, has set the ambitious target of having as much

as 15 per cent of its production outside Russia by the end of the decade.

There has been growing international oil industry interest in Algeria in spite of the Islamist insurgency. As part of its attempt to broaden its base of international support the Algerian government has encouraged investment from countries which have so far played little or no role in the oil and gas industry.

Italian and French companies have been the traditional foreign participants in the industry, but they have figured in only one of the three big energy deals signed in the last three months. In addition to the agreement with Arco, the Algerian authorities signed a \$3.5bn contract with British Petroleum last December to develop and market natural gas reserves. A \$850m development deal was also recently

concluded with Total, France's second largest oil company, and Repsol of Spain. Others, including Exxon, the largest US oil company, are also contemplating projects in Algeria. They have been drawn to the country by an attractive tax regime, and the prospect of finding further large oil and gas reserves. In addition there are opportunities to rehabilitate existing oil fields.

Lukoil share offer, Page 23

## Ukraine anxious to join WTO

By Frances Williams in Geneva

President Leonid Kuchma of Ukraine yesterday met Mr Renato Ruggiero, head of the World Trade Organisation, in a bid to speed up the country's membership negotiations.

Mr Kuchma said he hoped Ukraine could join the WTO this year or next. Trade officials said later the president had offered Ukraine's full co-operation in speeding the accession process, though they ruled out completion of negotiations this year.

"Obviously they're anxious to get in quickly but the talks are going to be very difficult," said one official. Like Russia and other former Soviet republics, several of which have also applied for WTO entry, Ukraine is still in painful transition from a planned to a market economy and its trade regime is far from conformity with WTO rules.

Problems raised by WTO members last year included the country's heavy dependence on barter, especially for agricultural trade, the role of state monopolies, export restrictions and high import barriers.

A WTO working party to thrash out Ukraine's terms of entry was set up in December 1993 and has so far met twice, most recently in December, to examine Ukraine's trade policies.

Negotiations on a draft protocol of accession, and on access to Ukraine's market for goods and services, are expected to begin in earnest in June.

Trade officials said yesterday that, with Mr Kuchma's active support, these talks could go faster than those with Russia, whose political stability and future direction appear more uncertain. Russia's application is at a similar stage, but it is not expected to become a member of the WTO for two or three years.

Mr Kuchma said yesterday that WTO entry would benefit Ukraine by lowering trade barriers to its exports. A trade accord with the European Union is provisionally in force.

## High-tech corn seeds start US patents battle

By Jerry Luesby in London

This season's launch of the world's first biotech crops has triggered a patents war in the US, where Monsanto has filed suits against its leading rivals, Mycogen and Ciba.

Monsanto said it had won a patent covering a class of genes which enable plants to produce proteins that are toxic to insects.

Under the new patent, it has filed suits against Mycogen and Ciba for marketing insect-resistant corn seeds. It also won an earlier patent infringement case filed by Mycogen.

Until last year the only biotech seed on the US market was the flavour-saver tomato, marketed by Calgene.

However, Monsanto, Mycogen, Ciba and Calgene have this season launched insect-resistant cotton and corn seeds, herbicide-tolerant soybeans and herbicide-tolerant cotton.

The seeds, which have taken 10 years of development work, are set to increase farmers' yields by between 5 and 30 per cent and fetch a premium for agrochemical and seed companies of 20 per cent over normal seed prices.

On the corn market, Ciba has produced enough of its insect-resistant seed, known as Maximiser, to cover 1 per cent of the US corn acreage.

About 7m acres of corn are planted in the US each year.

Mycogen, which estimates that its NatureGard corn will cost farmers \$3 an acre and save them from \$6 to \$40 an acre, expects to sell enough seed for a further 75,000 acres.

Meanwhile, Monsanto is still awaiting regulatory approval for its insect-resistant corn, but hopes to launch it later this year in partnership with Northrup King, the seeds subsidiary of Sandor.

Ciba said it was too early to comment on the implications of a case that pitched its interests against those of Sandor, the company with which it is set to merge, to form Novartis.

But Mycogen said it was confident that the suits would fail. Mycogen applied for a similar "composite" patent, which covers the manufacture, use and marketing of genes in 1988.

Monsanto applied for its patent in 1989, but used a different procedure to win a narrower patent more quickly.

Once the Mycogen patent was awarded, the Monsanto patent would be declared invalid, according to Mycogen.

All three producers are still awaiting regulatory approval in Europe. They also have more patents in the pipeline.

"This is probably not the last battle," said Mr George Dahlman, an analyst with Piper Jaffray in the US.

But the outcome, said analysts, was likely to be co-operation.

## Business spurs all-America trade deal

Firm political commitment and timetable wanted

The private sector is emerging as a driving force behind political initiatives on details of a sweeping Free Trade Agreement for the Americas (FTAA) by the year 2005.

Meeting in Cartagena, Colombia, trade ministers from 34 countries began their talks this week with a sheaf of practical recommendations on subjects ranging from infrastructure to non-tariff barriers and the harmonisation of investment regulations put forward by a business forum the previous day.

Business leaders would like to see firm commitments and a timetable for negotiating a hemispheric free trade agreement and say that regional economic integration is progressing regardless of political concerns.

Trade for the main Latin American and Caribbean nations grew by some 15 per cent in 1995, while companies continue to seek export and investment opportunities within and beyond the region.

The countries involved in creating the FTAA are "a mixture of elephants, dinosaurs, snakes and rabbits," according to Mr Renato Martins of the Brazilian company Magnesita. "That makes for a lot of problems. We businessmen came in to the Mercosur process rather late. But now we're in at the start of the FTAA and this is a big opportunity."

The success of Mercosur, a common market consisting of Argentina, Brazil, Paraguay and Uruguay, is a recurring theme among Latin American businessmen.

With discussion going on between Mercosur and Chile, the Andean Pact and even Mexico, the organisation seems likely to play an increasingly important role in the FTAA process. This strengthens the hand of Brazil, which favours a two-tier approach to an FTAA through the initial establishment of a South American trade bloc to negotiate on an equal footing with North America.

The US, however, favours hemisphere-wide negotiations and is pushing for an agreement in Cartagena to take "concrete steps towards opening markets." The US is

also pressing for a greater role for business advisers and private sector involvement through the American business forum.

Business is concerned about the differing political approaches towards getting the FTAA off the ground but believes that the momentum is there. "When Mercosur started, no businessmen gave it any credibility," said Mr Paulo Francisco of the Confederation of Chambers of Commerce of Brazil. "Then suddenly there were 600 Brazilian companies in Buenos Aires with their phones ringing. With Nafta and Mercosur we have entrepreneurs who are believers in integration. Now we need a clear agenda."

Mr Protasio is one of the forces behind the Business Network for Hemispheric Organisation, which aims to provide a permanent forum for business sectors involved in the FTAA process. Information on the network will be updated so that the private sector can follow negotiations and participate in regional consultations.

The business forum is building on the resolutions which emerged from a ministerial meeting in Denver last year. The Denver talks agreed to set up seven working groups to gather information and prepare for negotiations of an FTAA.

These are: market access, customs procedures and origin rules, investment, standards and technical barriers to trade, sanitary measures, smaller economies and subsidies, anti-dumping and countervailing duties. Four others will be launched as a result of Cartagena: government procurement, intellectual property rights, services and competition policy.

The North-South Centre, which has worked closely with non-governmental groups in the FTAA, is urging the

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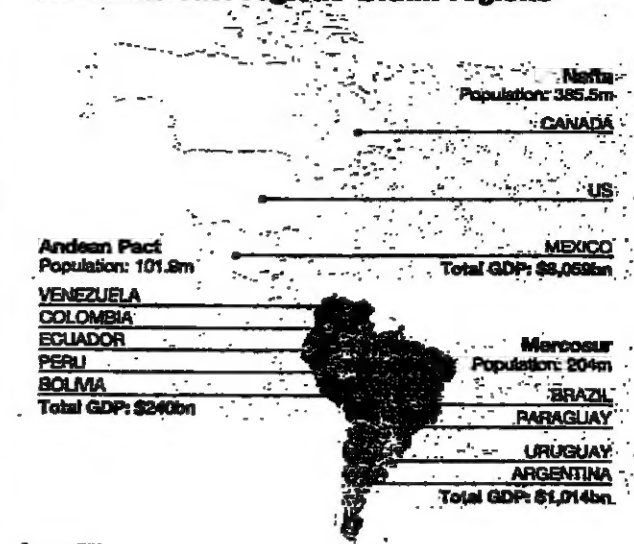
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The Americas: regions within regions



Source: EIU

## CARICOM PLANS LATIN AMERICAN DEALS

The Caribbean Community (Caricom) plans to negotiate bilateral free trade agreements with several Latin American countries, as part of the community's preparation for a hemispheric free trade agreement in 2005, writes Canute James in Kingston.

The terms of the pacts are being drafted, and will be similar to existing agreements which the community has with Colombia and Venezuela.

Caricom officials say the accords will seek "immediate reciprocity, with a short list of exempted products." The pacts with Colombia and Venezuela stipulate a mutually phased move to trade reciprocity.

"These agreements will be building blocks to the year 2005," said Mr Ralph Maraj, Trinidad and Tobago's foreign minister. "There will be a special role for the private sector and organised labour in the agreements."

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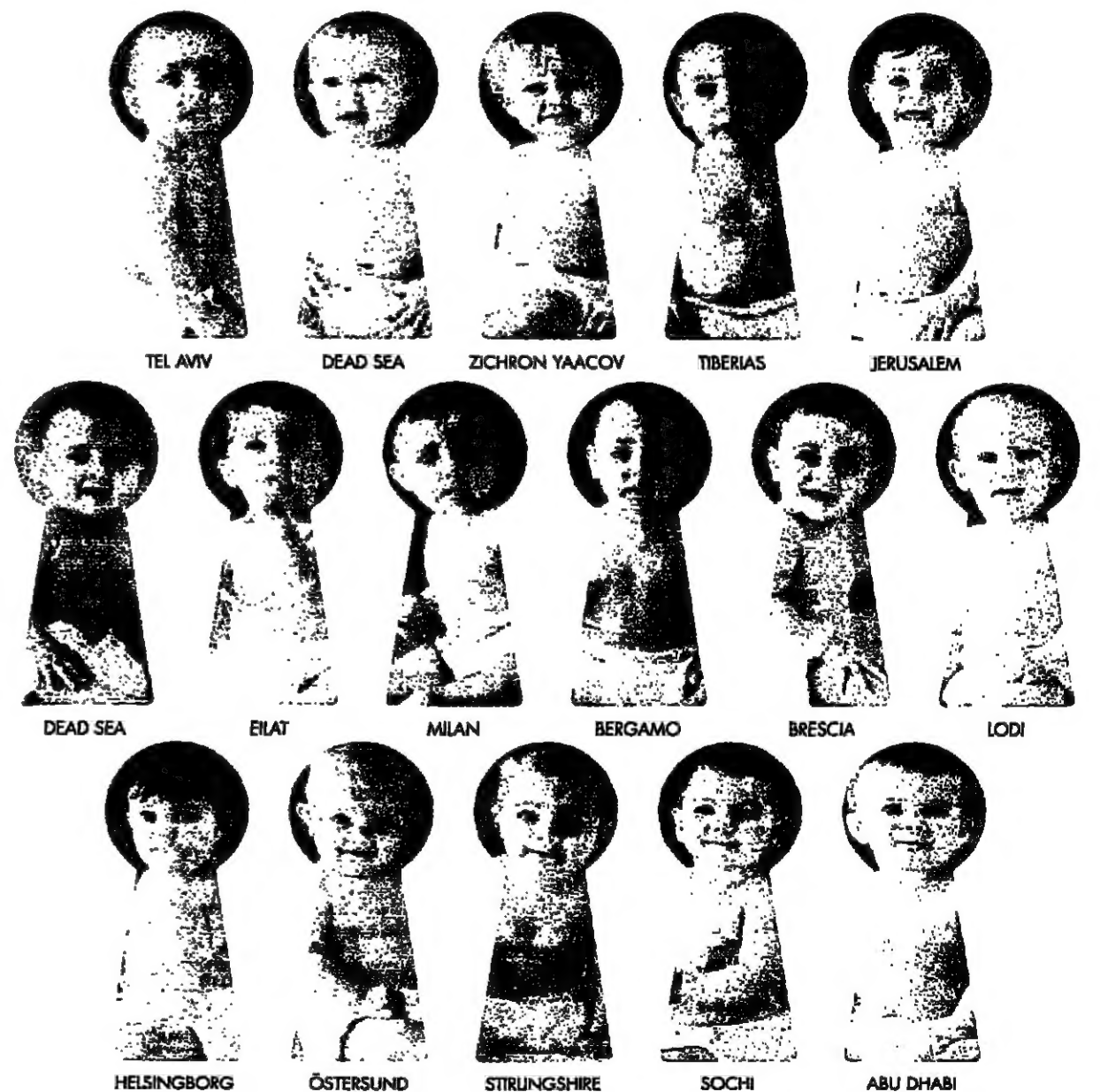
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Progress for reform in Brazil



## NEWS: ASIA-PACIFIC

Dispute brings into focus attempts by military to recapture economic strength

## Thai satellite plan sparks coalition row

By Ted Bardacke in Bangkok

Plans by the Thai military to launch a \$1bn (265m) satellite system with both commercial and military applications have generated a heated confrontation between two top politicians in Thailand's seven-party coalition government.

The dispute between General Chavalit Yongchaiyudh, the defence minister, and Mr Thaksin Shinawatra, deputy prime minister, has brought into focus two of the main forces driving contemporary Thai politics: attempts by the military to recapture some economic

might stripped from it after the 1991 military coup failed, and the potential conflicts of interest that arise as leading businessmen enter politics.

Citing growing security concerns, Gen Chavalit wants to upgrade the communications and surveillance capabilities of the armed forces, and has asked the government to fund a large system whose capacity far outstrips the military's actual needs. The military would then lease the spare capacity to commercial clients.

It remains unclear whether revenue and potential profits generated by the satellite system would stay within the military establishment or be pumped back into the treasury. But the military is sure to get at least an "operating fee," according to a defence ministry official.

Mr Thaksin has balked at the idea. He says the project is too expensive and unnecessary. "If the military wants to get involved in commercial activities, they should resign and engage directly in business. One should not mix the two."

This touched a raw nerve, as the army believes Mr Thaksin spoke out to protect his own

business interests. Shinawatra Satellite, part of Mr Thaksin's telecoms empire, operates two commercial satellites and will launch a third by the end of this year.

Its monopoly on satellite transmission ends in 1998, just about the time the military's system would become operable and when capacity from competing commercial satellites launched by such diverse countries as Laos and Tonga threaten to saturate the south-east Asian market.

The billionaire Mr Thaksin has defended himself in his usual manner, by claiming he

is too rich to have a conflict of interest. Yet although capacity on his two existing satellites is fully booked, he has no contracts for the much larger third one, expected to cost about \$240m.

The Thai military has been forced to live on less in past years. Big arms purchases, long a source of income for generals, have been postponed; the military has been stripped of financial control of large companies, including Thai Airways and the Thai Tobacco Monopoly.

The satellite proposal is seen as the military's latest attempt to recoup some of those losses. In January, the War Veterans Organisation sought a coveted licence to operate a bank; the military has renewed its push to buy submarines and an aircraft carrier.

In this case, the military is asking the government to underwrite a huge investment project that may exacerbate economic concerns. "Thailand is running a huge current account deficit, and the military wants to add an extra \$1bn to the import bill to enter an over-supplied market. It doesn't make sense," one analyst said.

## China points way to foreign dealing in yuan

By Tony Walker in Beijing

China appeared yesterday to foreshadow an end to the ban on foreign banks engaging in local currency business with the announcement that foreign institutions would be allowed to establish sub-branches in four cities.

A western banker in Shanghai said implicit in the announcement that foreign banks would be allowed sub-branches in the city's new Pudong development zone was an apparent readiness to allow them to deal in the Chinese yuan.

The Shanghai Securities News reported that foreign banks would be allowed sub-branches in Shanghai, Tianjin, Dalian and Guangzhou. About 120 foreign bank branch licences have been granted, with the bulk of these institutions located in Shanghai.

Banks to be allowed sub-branches will be restricted to those that have been operational in China for three years, are able to demonstrate two years of profitability and have achieved a certain volume of loans outstanding in the year before application.

Banks will be required to put up ¥500m (\$59m) as security for the establishment of sub-branches. The requirement for a full branch is ¥100m.

Mr Piepho Klug, chief representative in China of Banque

Indosuez, said the bank would "certainly consider" the possibility of opening a sub-branch in Pudong, with the prospect of dealing in the yuan soon.

Banque Indosuez would welcome the opportunity of a presence in Pudong to help serve its joint venture customers there, and also the increasing numbers of Chinese trading companies establishing offices in the development zone on the east bank of the Huangpu river.

Foreign bankers in Shanghai said the government's "invitation" to banks to establish sub-branches in Pudong was a means of stimulating the development of a financial centre there.

China sees Pudong evolving as one of the most powerful financial services centres in Asia, eventually challenging Hong Kong. The Shanghai stock exchange is moving there and China's large state-owned banks are also establishing a presence.

Mr Klug said that as many as a dozen foreign banks with offices in Shanghai might establish sub-branches in Pudong. Only Fuji bank of Japan is there at present.

China has moved slowly to open its yuan market to foreign banks, citing insufficient resources at its central bank to monitor an expanded role for these institutions.

## HK puts brake on expansion of pay TV

By John Riddling in Hong Kong

The Hong Kong government yesterday put the brakes on the expansion of pay television, limiting broadcasting deregulation to proposals for two new "video on demand" services this year.

The announcement of plans to freeze further pay-television licences until a review in 1998 is the latest contentious move in the sector. It represents a boost to Wharf Cable, which holds the exclusive pay-TV franchise, but came under fire from others in the industry, including Star TV, Mr Rupert Murdoch's satellite TV network.

Mr Chau Tak-hay, recreation and culture secretary, said a market study had shown the local pay-TV and VOD programme service market was not ready to accommodate many new licensees. "If the pay-TV market was fully deregulated, the financial position of the existing licensee could deteriorate." Even partial deregulation could threaten economic viability.

Wharf Cable, which was to have seen its exclusive licence expire in mid-year, has fallen short of audience targets. The TV operator, part of Wharf, the Hong Kong conglomerate, and which started services in November 1993, said it now had 200,000 subscribers.

"They have been facing difficulty in achieving penetration," said one media analyst; the company would not break even until late next year. "This government proposal buys them more time. It seems a pretty sweet deal for Wharf."

The company recently clashed with the Hong Kong government and Hongkong Telecom, owned by the UK's Cable and Wireless, and which holds the current VOD licence. Wharf said Hongkong Telecom's plans to launch services this year violated terms of its licence, and challenged the move in the courts. The action had relevance last month when Hongkong Telecom said it was delaying its launch by a year.

Wharf Cable yesterday expressed satisfaction the government had proposed to deregulate the market in "a structural and orderly manner". It argued it had invested, at the government's invitation, to build network infrastructure and programme production.

Star TV, ambitious to enter the pay-TV market with Cantonese programming, criticised the plans. The company is to consider whether to apply for a VOD licence.

Clarifying rules for media

cross-ownership. Mr Chau said

the government had decided

newspaper owners should not

exercise control over domestic

television licences, though

existing shareholdings would

be exempted. The measure is

subject to Legislative Council

approval.

## Beijing warns US on Taiwan arms

By Tony Walker

China warned the US yesterday to adhere to agreements forbidding the sale of advanced weapons to Taiwan, saying any violation of these understandings was "absolutely unacceptable".

It attacked as "gross interference" a resolution of the US Congress calling for the defence of Taiwan.

Beijing's warning over arms sales followed Washington's decision this week to sell anti-aircraft missiles and other military hardware to Taiwan. It was not clear whether China considered the sale of the shoulder-fired Stinger missiles as infringing provi-

sions of Sino-US communiqués on establishing relations. These forbid the sale of advanced weapons for offensive purposes.

Beijing's criticism included harsh words and underlined the extreme sensitivity of the Taiwan issue. It expressed "strong indignation" at what it described as "this detestable act which constitutes a gross interference in China's internal affairs and has intensified tension across the Taiwan Strait".

The US, in its annual arms talks with Taiwan, indicated it would sell targeting and navigation systems to improve the performance of Taiwanese military aircraft. But it refused a request for

diesel submarines, the sale of which would have caused a full-blown crisis in Sino-US relations.

China's sharp words for Congress and its warning over arms sales to Taiwan came as military manoeuvres continued in the Taiwan Strait, where the Chinese army, navy and air force are engaged in a show of force.

Beijing is seeking to intimidate Taiwan's voters into withholding support from President Lee Teng-hui in presidential elections tomorrow.

China, which sees Taiwan as a renegade province, accuses Mr Lee of seeking independence for his country, thereby undermining attempts at reunification. Taiwan's leader denies

this. The Chinese media have been giving full play to war games in the Taiwan Strait. State television devoted a large portion of its evening news yesterday to the "live fire" exercises.

The US has moved the carrier USS Independence to waters east of Taiwan to monitor developments. A second carrier, USS Nimitz, is on the way from the Gulf and should be on station off Taiwan in days.

The US has provided no explicit undertaking it would defend Taiwan, but its positioning of carriers represents an expression of support for the island's first direct presidential elections and its steady democratisation.

## A democracy baptised by the Dragon's fire

Taiwan feels the heat from China as it casts its first free vote for president, writes Laura Tyson

Taiwan's emergence from one-party rule over the past decade has not been unique, except for one thing: Taiwan is not supposed to exist, much less turn itself into a noisy, boisterous democracy asserting its right to be seen and heard on the world stage at every opportunity.

On the eve of the country's first democratic presidential elections, Taiwanese are looking toward the future with a mixture of pride and unease.

"Of course it is good that we are holding presidential elections for the first time, but it is just two days before the election and I am still having a difficult time making a decision," says Dr Josephine Wong, a 38-year-old neurologist. "I feel there is no real choice."

Ms Tsai Hsueh-li, a shopkeeper in her forties, is worried about the outcome. "Sure, it's been a long journey for us, but we'll have to wait and see the result. If those people seeking Taiwanese independence win, then we'll really be in trouble."

In the 1970s the US and China drafted agreements saying Taiwan was a part of China, and the Taiwanese people were not consulted. This provisional arrangement was supposed to last four decades or more, and Taiwan was supposed to keep quiet and make money. But democracy has thrown a spanner in the works. Now Taiwan is objecting - loudly - to being shut out of the international community.

"After these elections, we now recognise this government as legitimate, but externally we are still not considered legitimate," says Ms Yang Hsueh-ling, foreign affairs director for the pro-independence Democratic Progressive party (DPP), the leading opposition party. "We want legitimacy."

Taiwan's newly assertive behaviour enrages Beijing, which views Taiwan as a rebel-held province of China and holds the right to use force to recover it. And the presidential election, claims Mr Lee Teng-hui, the incumbent and

front-runner, terrifies the leadership of the world's most populous country - so much so that Beijing has seen fit to hold several weeks of menacing military drills close to the island.

So in addition to the usual menu of domestic issues that voters must ponder when casting their ballot, Taiwanese must worry about a bellicose China stepping up its territorial claim. Although China casts an inescapable shadow over this election, some voters feel that domestic issues will be the determining factor in how they cast their vote. They complain of corruption and inefficiency under the stewardship of the long-ruling Nationalist party, or Kuomintang (KMT), of which President Lee is chairman and which has ruled the island since General Chiang Kai-shek fled China's civil war in 1949.

Vote-buying by the KMT, which has extensive and profitable business interests, remains common in rural areas. A number of KMT-backed politicians are alleged to have links with organised crime.

"People my age are glad to have this election," says Mr K C Kao, a 51-year-old stockbroker, "because this means Taiwan is more democratic. But at the same time we're not happy because Lee will probably win, and that will mean more bureaucracy and corruption."

"It was not easy for us to achieve democracy. I'm not pro-DPP but I believe the opposition deserves the credit, not Lee." Before martial law was lifted in 1987 many dissidents were exiled, tortured or killed for advocating democracy and independence.

Some people believe the next president should address Taiwan's internal problems. "The China question will take a long time to resolve but what really needs to change is the domestic situation," says Dr Wong. "If you really want to be international, if you want to gain recognition and respect, you have to strengthen and improve yourself. The problem of money politics is very bad and I fear it will get more severe."

China's recent military manoeuvres have only boosted the KMT's chances of staying in power. "When people's biggest concern is a Chinese attack, they can tolerate a high level of corruption. Under such circumstances it's very difficult for us to keep these issues alive," concedes Mr Chiou Jen, secretary general of the DPP. "I think President Lee fully enjoys the feeling of being under threat. Attacks and criticism from China can quickly raise his reputation on this island." Opinion polls indicate Mr Lee could get more than 50 per cent of the vote.

Still, the platforms of the four candidates differ only in

nuance. Although the DPP candidate, Mr Peng Ming-min, openly supports independence, he insists that there is no need to declare independence. This is quite similar to the KMT position, which officially calls for eventual reunification but in the meantime wants Taiwan to join the international arena as a fully recognised sovereign entity. Two independent candidates, Mr Lin Yang-kang and Mr Chen Li-an, both support eventual reunification and take a conciliatory line toward China.

However, none of the four candidates is in favour of dropping the policy of pragmatic diplomacy and the push for international status which have so irritated China. None supports immediate unification: all (except the DPP) say that unification can be achieved only after China becomes prosperous and democratic. All reject China's "one country, two systems" premise and all reject the notion that Taiwan is a part of the People's Republic of China.

And therein lies the beginning of a consensus in Taiwan politics, forged on the anvil of China's latest posturing in the Taiwan Strait.

"Very few people want any kind of physical unification, and certainly not now," says Mr Andrew Yang, secretary general of the Council for Advanced Policy Studies. "But many people want Taiwan to become more acceptable in the international community." The election tomorrow will bring that aspiration a step closer.



President Lee Teng-hui waves to supporters from the top of a truck on the campaign trail in the northern town of Shulin.

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## ASIA-PACIFIC NEWS DIGEST

## Japanese land prices worsen

The collapse of Japanese land prices accelerated last year, the fifth year of decline, according to figures released yesterday, but property experts in Tokyo believe the fall is now starting to slow as the economy picks up.

Commercial land prices in the three largest cities - Tokyo, Osaka and Nagoya - fell 16 per cent compared with 14.5 per cent in 1994, according to the government's National Land Agency. Residential land prices in the same areas fell by 4.5 per cent, against 2.5 per cent the year before.

The Ginza, the upmarket Tokyo shopping district, retained its distinction as Japan's most expensive area last year, albeit after a nearly 23 per cent price decline to ¥13.5m (\$23,800) per square meter in the value of one prominent office block surveyed by the agency.

On average, Japanese urban land values are now 60 per cent below their 1990 peak and close to the level of 10 years ago, according to a separate survey, published earlier by the independent Japan Real Estate Institute.

Property analysts in Tokyo believe that economic recovery and the current record low interest rates will start to brake the decline this year, though the forced sale of property held by bankrupt housing loan companies could momentarily hit prices in late 1996.

William Dawkins, Tokyo

## Carrian chief ordered in custody

Mr George Tan, head of Hong Kong's Carrian group which collapsed in 1988 under a HK\$10m (\$250m) debt burden, was ordered yesterday to be taken into custody after the colony's High Court revoked bail. Mr Tan, 62, will now be in custody until his trial starts on September 3 on four charges of conspiracy to defraud, four charges of corruption and one of false accounting.

A trial for corruption collapsed in 1988 amid an outcry over the judge's behaviour and the high costs of the unsuccessful prosecution. An investigator sent from Malaysia to Hong Kong to investigate the scandal was found strangled in a banana grove near the Chinese border. Another figure linked with the case was found dead in a swimming pool. *Reuters, Hong Kong*

## NZ monetary policy stays tight

Mr Don Brash, New Zealand Reserve Bank governor, yesterday refused to bow to pressure for an easing of monetary policy following sharp rises in the New Zealand dollar and domestic interest rates. Making his quarterly economic statement, he acknowledged his refusal would surprise many, but that for the rest of the year inflationary pressures would remain at the top of the nil to 2 per cent target band he is required to meet.

The central bank reported that economic growth had slowed to around 1.5 per cent in the year which ends this month but would gradually rise to 2.3 per cent over the next 12 months and to 3 per cent the year after. Employment growth would slow. Unemployment was projected to rise slightly over the next two years to around 6.9 per cent.

Mr Brash said a recent rise in interest rates would take some heat out of the residential and rural property market, which was the main factor in current inflationary pressures.

Terry Hall, Wellington

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## Carmakers 'need global steel groups'

By Stefan Wagstyl, Industrial Editor

The world's top steelmakers were yesterday urged to follow their customers in the motor industry and step up investment in developing countries.

With carmakers investing in China, India and elsewhere in the developing world, it was time for steel suppliers to do the same, said Mr Ronald Schuster, director of steel purchasing for the North American operations of General Motors, the biggest US vehicle manufacturer.

"Different markets will demand slightly different approaches. As we expand globally, we need to work together to make sure people around the world can purchase the vehicles we want to build for them," Mr Schuster told a Financial Times steel industry conference. "We need our global steel suppliers to go forward and invest in developing countries."

Mr Schuster praised Inland Steel, the sixth largest US steelmaker, which is opening a \$20m (23m) steel service and distribution centre in Shanghai in a joint venture with Chinese partners. He said the industry

needed more such alliances.

He also urged the steel industry to adopt common standards and technical specifications so that customers could order the same grade in different countries and be sure of receiving the same product. US, European, German and Japanese standards were not the same. Sometimes they were not even compatible.

Steel testing arrangements were also not uniform, with different ways of measuring strength, for example. As a result GM had to build vehicles with different materials in different countries to compensate for the fact that certain types of steel were not always available. "The bottom line is that to satisfy globally functioning companies like GM, there must be a free flow of material around the world... The harder it is to buy and use steel in our developing markets, the harder it will be to succeed in those markets."

Mr Schuster's remarks were echoed by Mr Robert Knopik, vice-president of sales and marketing at Inland Steel. "We follow our strategic customers," he said, listing the company's investment plans in steel dis-

tribution in India and Mexico, as well as China. Inland was not exporting metal but building networks of stockholding centres in foreign countries, using local producers for supplies. Overseas turnover, which has grown from zero in 1993 to \$150m in 1995, was forecast to reach \$1bn in 2000.

However, Mr Johannes Sittard, managing director of Ispat International, the fast-growing UK-based international steelmaker, warned that internationalisation was "a risky strategy for the uninitiated". While Ispat, which has operations in Indonesia, the Caribbean, North America and western Europe, had successfully internationalised, there were companies which had failed. The challenges included differences in cultures, working practices, and financing arrangements and transport difficulties.

Nevertheless, liberalisation of trade and investment in many countries and improving communications made international expansion easier, said Mr Sittard. Also, privatisation created many opportunities, such as Ispat's recent decision to take over a large state steelworks in Kazakhstan.

## World 'ignoring resurgence of TB'

Drug-makers 'do not realise how much the market for anti-TB treatment will expand'

By Clive Cookson in London



WHO chief Nakajima: TB is back with a vengeance

Tuberculosis killed a record 3m people worldwide last year and will kill more than 30m over the next decade, unless governments and the pharmaceutical industry increase drastically their spending on prevention and research.

That urgent call to action came yesterday from the World Health Organisation in a London conference on TB. It said the resurgence of the disease over the past decade meant that its death toll had now overtaken the peak of 2m to 2.5m deaths a year reached during the previous epidemic at the end of the 19th century.

"Not only has TB returned, it has upstaged its own horrible legacy," said Dr Hiroshi Nakajima, WHO director-general, launching a progress report on the deadly infection, three years after WHO declared TB to be a global emergency.

Most of the news is indeed gloomy. The toll continues to rise - driven by the spread of antibiotic-resistant TB strains and by the parallel epidemic of AIDS which makes people more susceptible to TB. Deaths from TB now exceed those from any other infectious disease.

Dr Arata Kochi, director of the WHO global TB programme, said many world lead-

ers behaved as if tuberculosis did not exist. "Other diseases, such as flesh-eating bacteria, the plague, Ebola virus and mad cow disease have captivated the public's attention and are higher on the public policy agenda than TB."

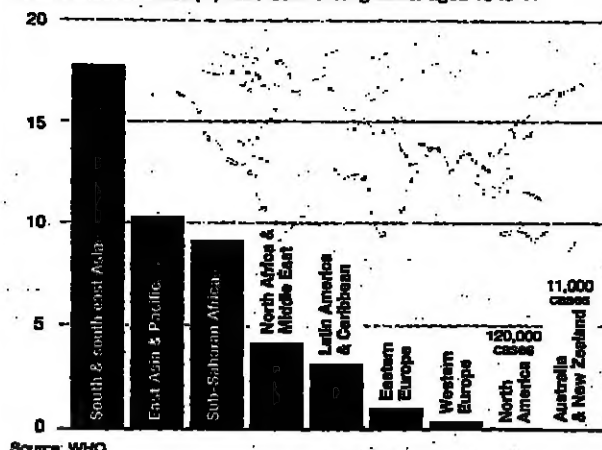
Most of the pharmaceutical industry continues to ignore TB, said Dr Paul Nunn, the WHO's head of TB research and surveillance.

"The last anti-TB drug to come into service was rifampin in 1963. There are some potential drugs which companies are not developing although they are very promising in laboratory tests."

Companies are reluctant to enter the field for several rea-

### TB hits young workers

Total number of cases (m) 1990-2000 among adults aged 15 to 44



Source: WHO

sons, according to Dr Nunn.

One is that they do not want the medical profession to identify a new antibiotic simply as a "TB drug". Another is that a course of antibiotics takes several months to eradicate TB from a patient, because the bacteria responsible have a very slow metabolism compared to most other germs; therefore companies worry about legal liability if their products show long-term toxicity.

A third reason, Dr Nunn says, is that "pharmaceutical companies do not realise the extent of the market and the extent to which it is going to expand."

But there are some glimmers of hope. Glaxo Wellcome of the UK, the world's largest drugs company, is committing \$10m over five years to Action TB - a collaborative programme involving 20 university groups in the UK, South Africa and Canada with its

own researchers in Stevenage.

Dr Ken Duncan of Glaxo Wellcome, the programme co-ordinator, says the researchers are making good progress in discovering more about the molecular biology of TB and identifying targets for new drugs. "We are looking for a big jump forward, not an incremental step."

At the same time Glaxo Wellcome is screening large numbers of new chemicals for possible antibiotic activity against TB.

Another encouraging development yesterday was an announcement by Wellcome Trust, the medical charity, of a project to sequence all the genes of the TB bacterium at the Sanger Centre for genetic research in Cambridge. The results will help any pharmaceutical company trying to discover TB drugs.

On the most optimistic view, however, no new treatments will be available for several years.

Until then, attempts to control TB will depend on a process that WHO calls Directly Observed Treatment Short-course (DOTs). This requires health staff to monitor patients rigorously to make sure that they take a combination of antibiotics reliably for six months.

## IMF sees savings for poorest in SDR allocations

By Robert Chote in Washington

The International Monetary Fund's proposal to expand its overdraft facility for central banks could save those from poorer countries \$1.5bn (\$980m) a year by allowing them to borrow foreign exchange reserves at low interest rates, according to its chief economist.

Mr Michael Mussa, the Fund's economic counsellor, mounted a robust defence of the "special drawing right" facility at an official seminar in Washington earlier this week. SDRs, sometimes known as the Fund's "quasi-currency", allow countries to borrow reserves at interest rates which would otherwise be available only to the world's richest economies.

Mr Mussa said the IMF managing director's long-standing proposal to allocate SDRs worth about \$54bn to its member countries could save \$1.5bn a year. He conceded that this was a modest sum relative to world income and output, but added that "for an allocation that is essentially costless, annual savings of this magnitude imply a very handsome rate of return". Some economists, however, argue that SDR issues involve higher costs than Mr Mussa suggests.

About \$30bn of SDRs are already in issue, with the most recent allocation in 1981. Proposals for a fresh allocation founded at the 1994 IMF annual meeting in Madrid, with industrialised countries opposed to any allocation not focused on countries with few or no SDRs to start with. The Fund and developing countries preferred a "general" allocation to all members in proportion to their "quotas" or shareholdings in the IMF.

This week's seminar demonstrated that differences over the proper role of SDRs

remain. Mr Helmut Hesse, head of the central bank for Bremen, Lower Saxony and Saxony-Anhalt, argued that SDR allocations would make the world monetary system's deficiencies worse. Germany fears SDR issues will fuel inflation and weaken the incentive for non-creditworthy countries to improve their economic policies. Mr Hesse argued that while helping developing countries was important, it was not the job of a monetary institution such as the IMF.

The seminar did not aim explicitly to come up with a proposal to break the logjam which formed at Madrid. But some officials left the meeting feeling that there was now more scope for progress.

Mr Michel Camdessus, the IMF's managing director, told the meeting an amendment to the Fund's articles of association might be the way to carry the debate forward. This would require the approval of national parliaments, but Mr Camdessus said that national parliaments would have to be consulted anyway to approve a proposed increase in the Fund's share capital.

In order to secure SDRs for those - mostly transition - countries which had joined the Fund since the last allocation, Mr Camdessus suggested SDRs could be issued so each country had the same amount in proportion to its quota as the average for those countries which have been in the system from the start. Alternatively, each country could be given enough SDRs to bring its holding up to the same proportion of its quota as the current most favoured nation - the UK - at 25.3 per cent. Some 37 officials claimed this line of argument showed that Mr Camdessus was edging towards the sort of compromise proposal which they had put forward at Madrid.

## Turkey blocks mine clearance

By John Berham in Ankara

Turkey has barred the Mines Advisory Group (MAG), a UK-based organisation that clears landmines in former battle zones, from delivering equipment needed to step up its work in northern Iraq. As a result, the entire United Nations-backed international rehabilitation programme for the area is being hampered.

Ankara claims mine detectors used by MAG could fall into the hands of the Kurdistan Workers party (PKK), which is waging a guerrilla war in south-eastern Turkey and has established camps in northern Iraq. Entry to the region, an autonomous Kurdish area outside Baghdad's control, is possible only through Turkey.

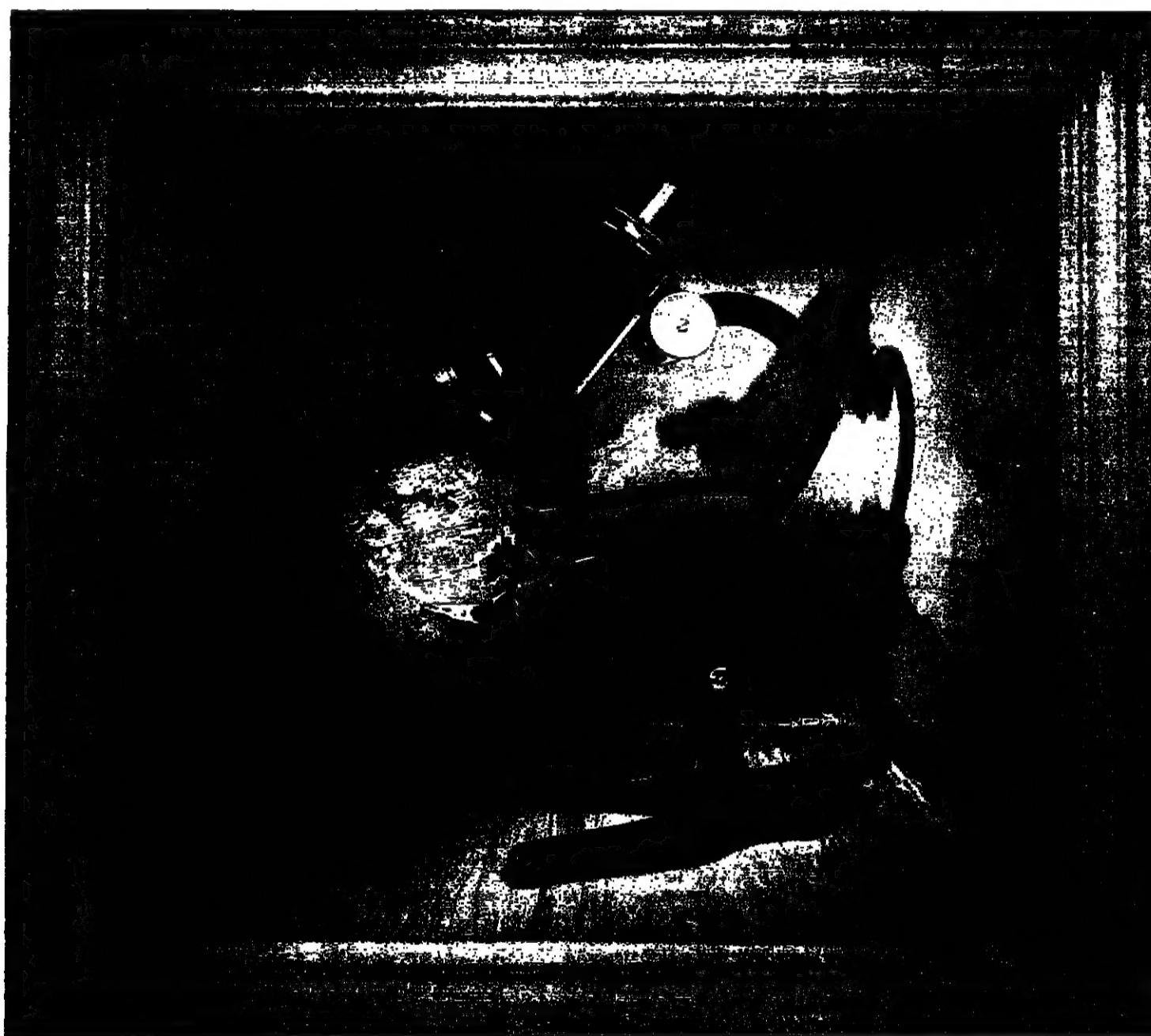
Mr Rezzar Ghafor, MAG's desk officer for northern Iraq, says "northern Iraq is one of the world's most heavily mined areas." The Iraqi army laid about 3.5m mines in the area, during the 1981-89 war with Iran, but did not demarcate

minefields or record where mines were laid. Most minefields lie along the Iraq-Iran border, rather than the border with Turkey which PKK guerrillas frequently violate.

MAG has recorded 2,126 deaths and 3,651 injuries caused by mines since 1991 but believes casualties are higher, since not all the wounded can reach hospitals. About one-third of the dead or injured are children.

Turkey's refusal to allow in mine detecting equipment has disrupted MAG's plan for substantially upgrading mine detecting operations in Iraq this year. Turkey has even rejected UN offers to supervise the use of detectors.

Many Turkish politicians suspect western governments of attempting to set up a Kurdish state in Iraq. France, the UK and US protect the region by flying missions to enforce the UN's no-fly zone above the 36th parallel. Some Turkish officials believe private aid operations are merely a cover for pro-Kurdish organisations.



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# BMW to invest \$765m a year in Rover

By John Griffiths in London and Wolfgang Münch in Frankfurt

BMW is to invest around \$500m (£360m) a year for the next five or six years in new models and production facilities at Rover Group, its UK vehicle subsidiary. This is more than double the average level of investment which prevailed under Rover's previous owner, British Aerospace, and underlines the German carmaker's intention of making Rover a full partner in its global business.

Reporting profits before interest

and tax for last year of \$91m, nine per cent up on 1994, Rover disclosed yesterday that capital investment had already risen above \$500m. This was a 30 per cent increase on 1994, BMW's first year of ownership, and compares with an average of \$200m to \$250m a year under the ownership of BAE, which had bought Rover from the British government six years earlier for £150m.

Rover's investment plans for the UK now match those of Ford, the UK market leader, and are well ahead of the \$650m General Motors intends to

invest in its UK subsidiary Vauxhall over the same period. Taken together, the investment intentions of all three carmakers underline the new attractiveness of the UK as a vehicle manufacturing centre.

Rover already has the capacity to produce 150,000-200,000 vehicles from the 501,300 it built last year. Much of the extra funding is therefore earmarked for new model programmes. These include a small Land Rover, Mini and Rover 600 replacements "and doubtless a few surprises", Rover said yesterday.

Rover has not indicated how many jobs such a large investment programme could create.

"We can be very pleased with our performance," Mr John Towers, Rover's chief executive, said last night. Worldwide sales have continued their rise in the first two months of this year to about 10 per cent above 1995 levels. Sales revenue rose last year to \$5.6bn from \$4.9bn, with unit sales to non-European markets jumping by 38 per cent to 93,000 vehicles, with record sales in Japan and north America.

Rover's spending intentions emerged as its German parent yesterday reported a small decline in net profit from DM897m to DM882m in 1995, and a small rise at the pre-tax level on ordinary business activities, of DM10m to DM137m. The ordinary dividend will be DM13.50 (after DM12.50 plus DM1.50 bonus last year) and the dividend on preference shares will be DM14.50 (after DM13.50 plus DM1.50 bonus). BMW's shares fell immediately after the announcement, recovering later to close at DM806, down from DM810 the previous day.

## 'Mad cow disease' Germany proposes ban on exports of British beef and derived products to EU states Brussels considers support for cattle farmers

FT Reporters in Brussels, Paris, Bonn and Stockholm

The European Union was considering ways of supporting beef producers across the continent yesterday as prices began to fall in the wake of the UK government's announcement of a probable link between "mad cow disease" (BSE) and its human equivalent.

EU officials monitoring the fall-out in the markets said it was too early to say what financial support could be made available for EU beef producers if prices fell sharply. However, they said, a "range of options" was being considered. One scenario would involve the EU buying beef into intervention. This would be triggered if beef prices fell by 15 per cent or more, at which point the EU would be obliged to support the market by buying beef. However, the Commission is keen to avoid such a scenario as it would find it difficult to resell the meat. Traditionally meat bought into intervention has been exported to countries outside the EU, such as Russia.

Other options could involve topping up beef premiums to farmers, although officials pointed out this would only help farmers with live animals and would not help those who had already had their animals slaughtered. A further option could be to provide "special aids" which would involve the UK, or other governments, making a case for such funds. A previously scheduled meeting today of veterinary experts

### Ten years on the hoof

■ Nov 95: BSE officially recognised after 18 months of cases in 1988.

■ April 96: Southwood committee formed to investigate epidemic.

■ June 96: Southwood interim report recommends slaughter of infected animals and BSE to become a notifiable disease.

■ July 96: Ban on animal feed manufactured from cattle slaughterhouse waste and rendered down alone.

■ August 96: Slaughter ordered of all suspected or BSE-infected livestock.

■ Feb 96: Government bans beef offal from baby foods. Health secretary Kenneth Clarke admits BSE-infected cattle entered human food supply between 1985 and July 1995 but believes the chance of anyone contracting the disease "appears remote and theoretical".

■ It is "most unlikely that BSE will have any implications for human health".

■ Nov 95: Ban on use of cattle brain, and spinal cord for human consumption.

■ "Offal from cattle under six months of age will be excluded from these arrangements since any of these offal which may be used for human food will not present a human health hazard."

will consider what action the EU should take to protect consumers. Any recommendations would be considered by Mr Franz Fischler, the EU Commissioner for agriculture, over the weekend and, with his

■ Jan 96: Government to spend £12.5m on mad-cow disease research. The epidemic was the worst of a risk to human health?

■ May 96: John Gummer's daughter cuts a beefburger in front of the British press.

■ Sep 96: Ban on using cattle brain and spinal cord in animal feed.

■ Jan 96: Ban on the use of cattle brains and spinal cord in animal feed.

■ Oct 96: Deaths from CJD rising at double 1985 figure, according to government statistics.

■ Dec 96: Ban on the use of mechanically recovered meat for human consumption "as soon as we have any evidence of any risk posed by BSE to any part of the food chain".

■ There is currently no scientific evidence that BSE can be transmitted to humans or that eating beef causes CJD in humans. "... I am also advised that beef is a safe and nutritious product."

■ But the main French farm union, Fnsa, expressed concern that French consumers might take fright about buying beef of any origin, and switch to other meats.

■ The Belgian government said it was instituting the ban on all British beef and beef products as a precautionary measure and called on the Commission to act on the matter as

on all British beef exports. Any such decision would have to be considered by the Council of Ministers.

The Commission is under pressure to act quickly following decisions by France, Belgium and Sweden to ban imports from Britain. The Netherlands also suspended imports until Monday, when it will make a final decision. The Commission had threatened to take three German states which recently banned British beef to court for allegedly breaching EU legislation. However, officials stressed that the latest actions would be viewed in a different light. "We expect member states will fall into line once the Commission makes its position clear," he said.

In 1993 Britain produced 857,000 tonnes of the total EU production of 7.7m. Of the UK total, 277,000 tonnes were exported primarily to France, Italy and the Netherlands. The French government said it was banning the import of live beef and carcasses, which totalled 110,000 tonnes last year, "until further notice", a move designed to give consumers "all the necessary guarantees".

But the main French farm union, Fnsa, expressed concern that French consumers might take fright about buying beef of any origin, and switch to other meats.

The Belgian government said it was instituting the ban on all British beef and beef products as a precautionary measure and called on the Commission to act on the matter as

soon as possible. Belgium imported 66,000 calves, 3,500 tonnes of beef and 121 tonnes for products derived from beef in 1994.

Sweden's decision to ban imports was taken by Livsmedelsverket, the Swedish food safety authority, backed by the Social Democratic government. "This is a correct decision because we are working from a principle in Sweden that if it is not possible to prove that something poses no threat to public health, then we should take no risks by importing it," said Mrs Margareta Winberg, minister of agriculture.

The government said the decision was legal under European Union law, citing Article 36 of the Rome treaty allowing countries to take action to protect the health and safety of citizens.

Germany yesterday called for a general ban on exports to the rest of the European Union of British beef, beef products, beef offal and animal feed as well as raw materials for drugs and cosmetics derived from UK beef.

The federal ministries of health and agriculture in Bonn said they were working on measures for EU-wide consumer protection in the light of "disturbing" information which they would publish today. They said a decision would also have to be made on how far consumer protection measures were extended against other countries with BSE. All measures would have to be structured to avoid circumvention through imports by way of third countries.

### The investigators

The independent scientific experts guiding the UK government's response to BSE and CJD are known collectively as the Spongiform Encephalopathy Advisory Committee, our Science Editor writes. The agriculture and health ministries set up the committee in 1990 as public concern about the risks of human infection from "mad cow disease" reached its first crescendo.

Dr David Tyrrell, a distinguished expert on viral diseases from the Medical Research Council, chaired the committee until he retired last November.

He was replaced as chairman by another virologist, Professor John Pattison, dean of the University College London Medical School.

In December, in the midst of another wave of public anxiety, the government increased the membership of the committee from eight to 12. Members now include a wide range of scientific, medical and veterinary experts.

An important member is the deputy chairman, Dr Robert Will. He runs the National CJD Surveillance Unit set up in 1990 to monitor the incidence of Creutzfeldt-Jakob disease in the UK. His unit produced the devastating evidence, made public on Wednesday, which links 10 recent cases of CJD in young people with BSE.

Other committee members include Professor John Collinge, head of the Prion Diseases group at St Mary's Hospital, London.

### UK NEWS DIGEST

## Profits offer on gas pipeline

British Gas, the former state utility, yesterday offered to share part of the profits of its £17bn pipeline network with its customers, provided they share in any losses as well. The offer came in a wide-ranging set of proposals that the company made to Ofgas, the gas industry regulator, which is reviewing price controls on Transco, the British Gas pipeline arm, which is soon to be demerged.

Mr Philip Rogerson, executive director of British Gas, said the profit-share offer was being made to block the risk that Transco could be subjected to tougher price controls if it made unexpectedly large profits. "Major changes are taking place in this industry," he said, "and none of us know what is really going to happen." Analysts said the offer appeared to be a sweetener in what is likely to be a tough round of negotiations with Ofgas over the new price controls. The opposition Labour party favours profit-sharing to siphon off the excessive profits that the privatised utilities are deemed to be making.

David Lavelle, Resources Editor

### Inflation signals at loggerheads

The annual rate of underlying inflation, which excludes mortgage interest payments, rose to 2.9 per cent last month, from 2.8 per cent in January. This occurred even though the "headline" rate - which includes all items - fell to its lowest level for 15 months because of lower mortgage costs and sharp falls in petrol and tobacco prices. However, a Confederation of British Industry survey showed that demand for manufacturing goods was at its weakest level for more than two years.

The CBI warned that although factories are still increasing output, it fears some companies may be excessively optimistic - particularly since export markets are weakening. These conflicting trends present the government with a difficult balancing act as it assesses the impact of the three cuts in interest rates since December. These cuts have reduced rates by three-quarters of a percentage point to their current level of 6 per cent. But the City of London increasingly doubts the government's ability to cut rates further.

Gillian Tett, Economics Correspondent

### Marketing links proposed

Camelot, the National Lottery operator, is to choose up to 10 marketing partners in the consumer goods industry who would be able to use the official lottery logo on their products and give consumers vouchers for their products which could be exchanged for lottery tickets. Commercial messages on lottery tickets are another possibility. The right to become a marketing partner of the National Lottery will go to the highest bidder - subject to a quality threshold - and the bidding starts at £100,000 (£153,000). Sectors likely to be interested include soft drinks, confectionery and national newspapers. Camelot outlined its proposals at a meeting yesterday with representatives of 70 "blue-chip" consumer and service companies. In the application for the licence to run the National Lottery, bidders were asked to set out proposals for "ancillary activities." This is the first big step towards

Raymond Snoddy, Consumer Industries Staff

### Rescue sought for factory

A management team with £5m (£7.5m) or more to invest in starting a food manufacturing business in Maryport, north-west England, is being sought by West Cumbria Development Agency. The agency is anxious to find new occupants for Maryport's Homepride cooking sauce plant where production finished last week. Campbell's UK, which acquired the plant and Homepride brand last August from Dalgety for £28.6m, is closing the factory and moving production to other UK sites. The loss of the plant's 125 jobs is a big blow to the small town of Maryport, an unemployment-ravaged blackspot.

Chris Tights, Newcastle upon Tyne

### Teenagers turn to alcohol

The proportion of young teenagers who drink alcohol every week has risen over the past four years, says the Office of Population, Censuses and Surveys. But 40 per cent of the age group never touch alcoholic drinks. The office says the proportion of pupils in England aged 11 to 15 who say they drink every week rose from 13 per cent in 1990 to 17 per cent in 1994. The comparable rise in Wales was from 15 per cent to 19 per cent, while in Scotland, for pupils aged 12 to 15, the proportion of drinkers rose from 9 per cent to 14 per cent. The trend held true for boys and girls in England and Scotland, but was more pronounced among boys in Wales. The study, based on regular surveys, also found that those who drank had increased their average weekly consumption over the period. In England the rise was from an average of 0.8 units in 1990 to 1.3 in 1994.

Mark Szeman, Public Policy Staff

**Discrimination award:** A nurse has won a £50,000 (£76,500) settlement after bringing a claim of racial discrimination against a health service trust in London. Nargis Firdous claimed that a manager had carried out a sustained and ultimately successful campaign to remove her from her job. The Commission for Racial Equality said the payout was one of Britain's biggest in a racial discrimination case. "This was a scandalous example of racial discrimination and collusion in high places," said the commission.

**Jury out:** The jury in the trial in London of Mrs Elizabeth Forsyth, an aide of former Polly Peck chairman Mr Asil Nadir, will continue its deliberations today after failing to reach a verdict yesterday. Mrs Forsyth denies two charges alleging that she handled almost £200,000 (£312,000) stolen from Polly Peck.

## TENDER ANNOUNCEMENT

HUNGALU Hungarian Aluminium Industrial Ltd.  
(85, Margit krt. Budapest, 1024)

(hereinafter referred to as the "Contracting Party" or "Hungalu Rt.") invites bids in an open, one-round tender to sell a quota of its fully owned subsidiary,  
KÖBAL Köbánya Light Metal Works Co. Ltd.  
(hereinafter referred to as "KÖBAL")

The registered capital of KÖBAL is: HUF 897,640 thousand  
The owners' equity of KÖBAL is: HUF 1,067,267 thousand

Bids may be submitted by specifying the bid price for a quota with a rounded nominal value of HUF 807,880 thousand, representing 90% of the registered capital of KÖBAL Ltd.

A quota with a rounded nominal value of HUF 89,760 thousand, representing 10% of the registered capital, shall be separated by Hungalu Rt. from the quota representing a 100% stake, which shall, following the closing of the tender, pursuant to Act XXXIX. of 1995, be offered for sale at 50% of the accepted bid price to the employees of KÖBAL Ltd., who may exercise this purchase option within 60 days from the date of publication of this offer. In the event the employees do not, or do not wish to exercise fully the option to acquire ownership in KÖBAL Ltd., bidders shall be obliged to undertake to purchase the remaining quota as well on the conditions specified in their bid.

The purchase price may be paid in cash only, neither deferred payment nor payment in instalments will be accepted by the Contracting Party. Bidders may not use the E-Loan facility. Foreign bidders may submit bids in which they determine the bid price in a foreign currency accepted by the National Bank of Hungary as a convertible foreign currency. Such bids shall be accepted by Hungalu Rt. at the foreign exchange purchase rate as officially quoted by the Hungarian Credit Bank (MHB) on the day corresponding to the submission deadline.

Participation in the tender is subject to purchasing, against signing a confidentiality agreement, for a purchase price of HUF 200,000 + VAT, or a corresponding convertible foreign currency amount calculated at the foreign currency buying rate quoted by the Hungarian Credit Bank (MHB) for the day of the payment of the above purchase price, the detailed invitation to tender as well as the Hungarian or English language tender documents including the Information Memorandum prepared by KÖBAL Ltd. containing the major economic data deemed material to the tender. The documents referred to in the Information Memorandum are available in the Hungarian language.

The above HUF 200,000 + VAT amount, that is, altogether HUF 250,000 shall be payable in cash, or shall be transferred to the Hungalu Rt.'s account No. 10200971-20100690-000000000 kept by the Hungarian Credit Bank (Magyar Hitel Bank Rt.). The tender documentation shall be available only against presentation of a cheque or transfer certificate evidencing payment of the above amount.

The tender documentation shall be available at the Secretariat of the Privatization Directorate of Hungalu Rt., in Room 419., at 85, Margit krt., Budapest, 11.

From 27th March, 1996, on working days between 9 a.m. and 2 p.m.  
Telephone: 36-1-175-48-19, Telefax: 36-1-175-58-02

Bidders shall, as an earnest of their bid, deposit, not later than the final date of submission of bids, a bid bond of HUF 15 million to the account No. 10200971-20100690-000000000 opened for this purpose by Hungalu Rt. with the Hungarian Credit Bank Ltd. (Magyar Hitel Bank Rt.). Bidders shall provide evidence of payment of such bid bond upon submission of their bid. Any fees or bank charges payable for the transfer of money shall be borne by the bidder effecting payment.

Bids shall be submitted personally or delivered by a person holding a power of attorney, in the presence of a Notary Public, at the above address, between 9 a.m. and 11 a.m., on the 13th of May, 1996, in 5 Hungarian copies, in a sealed envelope at which bears no name of the sender, with the original copy marked as "original". Foreign bidders may enclose an English translation to the Hungarian version of their bid, of which the latter shall be deemed as the governing version.

Envelope shall bear the marking:

"KÖBAL TENDER"

Bids shall be evaluated on the basis of the conditions set forth in the tender invitation. The Contracting Party hereby reserves the right to declare the tender unsuccessful without any legal consequences.

Bidders shall recognise and accept that the winner of the tender shall, within 30 days from the date of notification of the award, enter into a purchase agreement with Hungalu Rt., and shall, if necessary, extend the validity of its bid and the maturity of its payment securities.

Participation in the tender shall be subject to the bidder undertaking to maintain its bid for 120 days from the date of submission thereof.

Information on the tender and on major data and characteristics of KÖBAL Ltd. is available at: HUNGALU Rt., Dr. Pál Szabó, Chief Executive Officer, Telephone: (36-1)-156-1946, telefax: (36-1)-175-6494.

## Labour party commends baccalaureat

By John Authers in London

Students aged 16 or more in English and Welsh schools would be expected to work much longer hours and take a broad-based diploma similar to a baccalaureat, under proposals announced yesterday by the opposition Labour party.

Mr David Blunkett, Labour's chief education spokesman, said sixth-form pupils' work would be expected to rise from the norm of 18 taught hours a week, towards the continental European average of 30.

They would be required to take a broader range of subjects and courses to qualify for the diploma. While these could include the present A-level examination, which would continue in its present form, Labour would attempt to move closer to international practice by including compulsory courses in skills such as using information technology.

"Our competitor nations in south-east Asia and our European partners all have a more flexible and coherent framework of qualifications than we do," said Mr Blunkett. "If we are to retain social cohesion and build economic prosperity for our nation in the next century, we must face up to this challenge."

Labour would build closer links with local businesses, he added, with 14 to 16-year-olds who were disruptive or played truant being offered work experience and the possibility of vocational courses at local further education colleges. The ablest pupils aged more than 16 would have the chance to take university courses which would count towards a degree.

Mr Blunkett admitted the proposals on work experience for 14-year-olds would not be easy to implement.

"It would be the easiest thing in the world to write these children off. But if we do that, we would do it at our peril, because the social consequences would be horrendous." Courses would be funded by the schools, with contributions from local industry and Training and Enterprise Councils.

The document's main proposal, to include all academic and vocational qualifications in a new general certificate, is likely to be endorsed by Sir Ron Dearing, the government's chief curriculum adviser, when he announces the results of his review into post-16 qualifications next week.

By George Graham, Banking Correspondent

The London Stock Exchange has delayed the introduction of electronic order-driven trading for the most liquid shares for at least a year.

The exchange's board agreed yesterday to hold another round of consultation in May and June on a detailed plan for introducing an electronic order book. A final go-ahead for the new trading system is expected at a July board meeting.

The order book would allow buy and sell orders to be entered on a central system, and automatically executed when they matched. In the current quote-driven system, marketmakers list on screen the prices at which they are willing to buy or sell, but deals are struck by telephone.

The decision to introduce an

### Exchange delays order-driven trading

order book no earlier than the early months of 1997; drew sighs of relief yesterday from stockbrokers who had complained that the exchange was trying to ram through a new method of trading when its Sequence 8 computer system came on stream in August.

Most large brokers and marketmakers said they would need nine to 12 months after the release of detailed rules to adapt their own systems to order-driven trading.

An outline proposal put forward unanimously by a steering committee and endorsed yesterday by the board advocated the introduction of an order book for the FTSE 100 stocks.

This could be extended to other stocks, and will be combined with block trading, enabling dealers and large investors to negotiate prices

for very large blocks of shares. Several of the steering committee's members were marketmakers such as EZZ who had initially argued against any change to the quote-driven system of trading.

But although the marketmakers have now been won over to order-matching, the exchange must still make a convincing case for order-matching to institutional investors, some of whom are worried that the change could damage liquidity. "Just because order-driven trading is used in overseas markets doesn't mean it is right for London," said a large fund manager.

Several of the biggest institutions still want to start with a limited pilot scheme instead of plunging in with the whole FTSE 100. The steering committee will now set to work on

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## RECRUITMENT

JOBS: The gulf between boardrooms and senior management may be widening

## Shoulders to cry on when business gets tough

Some years ago David Nobbs wrote a novel about a disillusioned executive called Reginald Perrin whose company head, CJ, would begin almost every sentence with the remark, "I didn't get where I am today without..."

The overstressed Perrin was ahead of his time but what of CJ? Are boardrooms populated by confident autocrats who know exactly what they want and how to get it? Or are there hundreds of directors who feel it is lonely at the top?

David Clutterbuck believes that it is not only lonely but that some directors need guidance about what they do when they get their jobs. He is a partner at Clutterbuck, Palmer, Schneider, a firm based in Trafalgar Square which offers mentoring in the boardroom.

The business has brought together a number of individuals who have been running small, single-consultant mentoring practices. They are working in a largely untapped market.

An Industrial Society report published last year found that mentoring was used almost exclusively by companies for junior and middle managers, often graduate trainees who needed to understand the culture and policies of their new employer. It was almost never used among blue-collar workers and was rarely demanded by senior executives and directors. The society's survey of 874 managers found that

although directors frequently acted as mentors, they very rarely received mentoring themselves.

The report suggested this was an omission, partly because the roles of mentors, those of advisers, facilitators and counsellors, were also important for managers dealing with the restructured, delayed workplace with its emphasis on self-managed teams.

Another big benefit identified by those who had been mentors was that mentoring prompted a reassessment of their own views and awareness of the views of more junior staff. Andrew Forrest, the Industrial Society's human resources director, said in the report: "Chief executives and directors can benefit enormously from a mentor. Mentoring at very senior level is not likely to be publicised, but it is becoming more prevalent."

Some directors, then, apparently do see a need for mentors, but those who do may be more likely, publicly at least, to take the CJ approach - "I didn't get where I am today by using a mentor." This difficulty in facing up to their needs is a big problem, particularly to newly pro-

moted executive directors unsure of their role. "These are people who have good operational experience but who suddenly find themselves without any training and development enabling them to come to terms with the corporate governance requirements in running a board," says Stephen Schneider, a partner in Clutterbuck, Palmer, Schneider.

Schneider and Clutterbuck say they have often identified big gaps in understanding between senior managers and their boards. "If you ask people beneath the board what they think the board actually does, you get an enormous amount of ignorance," says Clutterbuck. He believes that non-executive directors can sometimes prove useful mentors to executive colleagues.

Part of the difficulty of providing mentoring support to a chief executive, however, is what he calls "speaking truth to power". How do you make the company head see something differently if you are afraid of his reaction? Part of the answer lies in the approach and background of the mentor. Older, experienced people who have been

in a similar position to that of the director earlier in their career but have stayed in touch with corporate developments might have the right background, but would need to empathise and listen.

Just how powerful boardroom demand will be for mentoring is difficult to gauge. Even if the board is convinced of its value, it might be put off by the cost. Mentoring directors would typically charge about £2,500 a year to service an individual director.

## Managers speak out

Signs that managers are becoming heartily fed up with restructuring programmes have emerged in the Ashridge Management Index, an annual survey, now in its second year, of UK management attitudes. The survey of 583 managers, mainly middle and senior managers, discovered a degree of what it called "change programme weariness" as today's Reggie Perrins found themselves grappling with unforeseen difficulties from the previous year's changes. A common problem, said the report, was

"having to do more with less". Just how common this problem is, however, is debatable because one significant finding of the survey was the lack of change it discovered among many employers. "To our surprise delaying had occurred in just under one half of the organisations represented by our managers," it says.

It adds: "In a small but significant percentage of organisations layers of management had actually increased, reflecting in many instances the natural response of many small to medium-sized organisations to growth and development opportunities." This might suggest, says Ashridge, that some commentators are making too many generalisations based on big companies.

So what does the average UK manager now look like? He is male, aged between 38 to 45, with children. He is a general manager at senior level in the service sector, having worked for the employer between one and five years, and he is paid £44,000 a year. He is responsible for between six and 10 staff and an annual budget of up to £1m and he works for an employer with

between 1,000 and 5,000 staff and an annual turnover of up to £50m.

His feelings about the company and top management are also changing. Nearly half of the managers surveyed said they felt less loyal and a third of them said they were less committed to their employer than five years ago. This finding, however, might be interpreted less as loss of commitment and more as a transfer of commitment. Nearly half of the sample said they felt increased commitment to their team or business unit. One of them said: "I love my work and the people I work with but am not very enamoured with the organisation."

Significantly the report noted differences in attitudes between managers working in small and large companies. Commitment and loyalty had decreased most among those working in larger organisations and those in the utilities and financial services sector.

The report found that the single most important motivator was to have challenging and interesting work and that, by and large, many employers had responded to this. But it noted what it called an over-

reliance on performance-related pay as a method of motivation.

It also found a more worrying source of motivation, that of fear and threats. "The fear of being out of work cannot be ignored as a motivational force," said one manager. Another said: "There is a heavy reliance on threats with regard to job status and security."

Stress levels among managers had also risen slightly on those found last year, with 79 per cent reporting their work was a source of stress. When the report looked more deeply at the cause of stress, it was associated less with working long hours and insecurity and more with management relationships.

It said: "It is the individual's relationship with their line manager and the perceived capacity of an organisation and its leadership to innovate and develop the business which causes most dissatisfaction."

Both this report and the comments of the mentoring firm seem to suggest a gulf is developing between boards and senior managers. This week's ballot on industrial action by BT managers over pay may be evidence of this discontent rising to the surface.

Ashridge Management Index is available from the Ashridge Management Research Group, Ashridge, Berkhamsted, Herts HP4 1NS, £25.

Richard Donkin

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A minimum of 8 years' project finance experience is essential, as are intellectual strength, initiative, enthusiasm, and well developed interpersonal skills. In addition to English, an Asian language would be useful but not essential.

Remuneration is competitive and will not be a bar to the right candidate.

Please write, enclosing full c.v. in complete confidence to our retained consultants Richard Lyons or Sean Carr of Carr-Lyons Search and Selection Limited.

Astral House, 125-129 Middlesex Street, London E1 7JF, England  
Telephone: +44 (0)171-623 4075 Facsimile: +44 (0)171-626 3172

## International Manager - Energy Projects

£Excellent Base + Bonus & Car

South Midlands

Exciting, ground-floor opportunity. Appraise returns from major capital investments in overseas energy projects. Negotiate complex contracts.

#### THE COMPANY

- ◆ Leading energy organisation. High profile, profitable, ambitious. Keen to enhance worldwide market share.
- ◆ Change-oriented. Determined to achieve maximum returns from significant resources.
- ◆ Newly-created division focusing on international power-project opportunities.

#### THE POSITION

- ◆ Lead tenders and negotiations for investing in overseas power projects. Appraise and structure contracts. Recommend financing options.
- ◆ Undertake wide-ranging due diligence. Consider political and environmental issues. Present reports and justify findings to Board.

- ◆ Liaise internally and externally to include government ministers, client-management teams and financiers. Appoint sub-contractors.

#### QUALIFICATIONS

- ◆ Background in international project finance or in preparing investment proposals, ideally for overseas power projects.
- ◆ Experience in leading negotiations for major contracts. Familiar in liaising with merchant bankers and financiers. Engineering degree advantageous, not prerequisite.
- ◆ Strong presenter. Excellent project and time-management skills. Incisive. Credible. Self-motivated. Prepared to travel extensively.

Please send full cv, stating salary, ref B160304FT, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB



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## Carl Bro Management a/s

Carl Bro Management a/s is currently expanding its activities within economic planning and financial sector development in Eastern Europe, the C.I.S. and developing countries. In order to meet the increased demand for our services, we seek co-operation with consultants of European nationality for medium and long-term assignments in on-going and up-coming projects.

We look for consultants with the following profiles:  
Ph.D., Master's Degree or equivalent in economics, finance or management, and a minimum of 10 years postgraduate experience, which should include international development projects, and/or banking experience at high level in one or more of the following disciplines:

#### Financial Sector

- Financial Management
- Development Banking
- Credit Operation/Credit Risk Management
- Organisational Restructuring
- Venture Capital and Investment Banking
- Accounting and Auditing
- Bank Supervision
- HRD and Training

- Experience in Eastern Europe and C.I.S. countries would be an advantage
- Fluency in English. Working knowledge of Russian, German or French would be an advantage

#### Economic Planning

- Project Management
- Knowledge of procedures of international donor agencies
- Aid programming, coordination and evaluation
- Sector Planning
- Economics of Transition
- Enterprise Restructuring/Privatisation
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- HRD and Training

We offer:  
Challenging assignments in an international environment  
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Interested candidates are invited to submit their applications, including detailed curriculum vitae, preferably by e-mail to: mwsman@carlbro.dk.

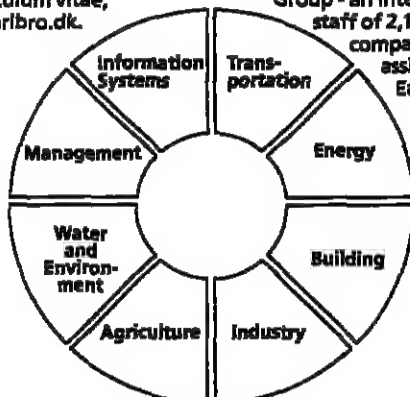
Carl Bro Management a/s  
Department of Economics,  
Finance and Social Development  
Att.: Fredrik Pitzner-Jørgensen  
Granskoven 18  
DK-2600 Glostrup  
Denmark

Telephone: +45 43 96 22 00  
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#### Carl Bro Management a/s

has a staff of about 100, primarily specialists in economic and social sciences, banking and credit, and HRD and institutional development.

Carl Bro Management a/s is a member of the Carl Bro Group - an international consulting company with a staff of 2,100. It is a multidisciplinary group of companies undertaking a broad spectrum of assignments in Denmark, Western and Eastern Europe and developing countries.



Professional consultancy with focus on quality and environment



European Bank  
for Reconstruction and Development

For the Bank's Resident Office in Tirana, Albania we need a:

## Resident Representative

**Responsibilities:** □ Promote actively the Bank's financial services to enterprises and banks operating in the country, implement and monitor ongoing projects; □ Develop and maintain close good client relationships with senior government officials, IFIs, development institutions, leading public and private enterprises and banks; □ Analyse and provide information on developments in both the public and private sectors to identify and prepare sound investment projects; □ Assist visiting bankers from London Headquarters with their projects; □ Manage Resident Office, administer the budget, hire, supervise and evaluate the local staff.

The Resident Representative reports to the Country Team Leader.

**Requirements:** □ Degree from a leading university, preferably MBA, Finance or Economics; □ Minimum 10 years relevant experience in banking, financial and development institutions, consulting firms and industrial enterprises. Overseas experience appreciated; □ Basic understanding of public or private sector projects; □ Experience and skills to negotiate with senior government officials and top management of private/public enterprises; □ Problem solver, team worker, sound business judgement; □ Ability to manage and motivate a multinational team, and to work in a matrix structure; □ Fluency in oral and written English essential. Working knowledge of Italian appreciated.

To apply, please write in English and send it to: number FT962 to: Mr Ernst Mahler, Personnel Department, European Bank for Reconstruction and Development, One Exchange Square, London EC2A 2EM.

All applications will be acknowledged. Please help by not telephoning.

The European Bank has a unique challenge: to assist the countries of central and eastern Europe and the former USSR in their transition to market economies. The European Bank supports projects through lending, taking equity positions and providing technical assistance.

The Banking Department focuses on the development of the private sector, restructuring and privatisation of the state assets, creation and strengthening of financial institutions, development and rehabilitation of infrastructure necessary for private sector development and improvement of the environment including actions to improve nuclear safety.

Along with a competitive compensation and relocation package, we offer action and achievement in a truly historical enterprise. Assignments to the Bank's resident offices may also be considered.

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Die Aufgabenschwerpunkte sind:

- Neben den klassischen Prüfungen im Finanz- und Rechnungswesen umfasst der Aufgabenkreis sämtliche Funktionsbereiche, wie z.B. Personalwesen, Produktion, Materialwirtschaft, Vertrieb
- Sicherstellung der Ordnungsmäßigkeit sowie Wirksamkeit der Kontrollsysteme und der funktionalen Effizienz der Geschäftsabläufe
- Aufdecken von Schwachstellen und beratende Begleitung zur Beseitigung erkannter Mängel
- Ansprechpartner für das jeweilige Management und für externe Prüfer

Der/die erfolgreiche Kandidat/in sollte eine abgeschlossene Ausbildung zum MBA, CA, CPA, Diplom-Kaufmann o.ä. mitbringen und 2-5 Jahre Berufserfahrung im europäischen und/oder US-Accounting/Auditing in internationalen WP-Gesellschaften (Big Six) oder in der internen Revision gesammelt haben. Darüber hinaus sind sehr gute deutsche und englische Sprachkenntnisse erforderlich. Weitere Fremdsprachenkenntnisse sind von Vorteil.

Da die Prüfungen weltweit in allen Konzerngesellschaften stattfinden, muß die Bereitschaft zu häufiger Reiseaktivität (bis zu 75%) vorhanden sein. Die Konzernrevision ist dem Vorstand unterstellt. Sie berichten direkt an den Manager Group Internal Audit.

Interessierte Kandidaten/men senden ihre vollständigen Bewerbungsunterlagen bitte unter Angabe der Referenz JD/20441 an Herrn Jürgen Dinges, Michael Page Deutschland GmbH, Steinmetz 13, 40212 Düsseldorf, Germany, Tel. (+49) 49 211 32 44 55



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Opportunity to establish a representative office and develop the business long term



## SENIOR REPRESENTATIVE - POLISH NATIONAL

WARSAW

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### MAJOR INTERNATIONAL INVESTMENT BANK

Our client has a deep understanding of Poland, is highly respected, active and successful in the region and has established relationships with local corporates and banks. The Senior Representative will establish and run the Warsaw office and will be responsible initially for marketing the bank's capability in equity finance and its track record in privatisation to corporates and for developing local relationships. We seek a respected local Polish national with a knowledge of the country's industry, contacts in the top management of corporates, senior businessmen, government etc. and the marketing and communication skills to develop the business long term. The personal standing of the individual in the local community is of greater importance than banking experience and there will be a period of training in London as well as full support from banking specialists. Initial remuneration is negotiable in relation to experience.

Applications in strict confidence under reference SRPN5431/FT to the Managing Director, CJA.  
Fax 44 171 256 8501 Email: cjagroup@online.rednet.co.uk

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Caspian, the recently established emerging markets investment group, provides a wide range of investment banking, asset management, research and securities services through offices around the world. The group is expanding its investment banking team in London to cover countries in emerging Europe, South East Asia and the Indian sub-continent. Caspian requires investment bankers with established track records and experience in these regions to form a core business group in London.

#### The Role

- We require team players with commercial acumen who are able to initiate business from a wide range of clients and develop, execute and close deals.
- Transactions will include equity and equity-linked capital raising, mergers and acquisitions, privatisations, corporate restructuring and direct investment advisory.
- Demands a profound understanding of the relevant cultural and commercial environment, gained through at least two years' direct involvement in the area.

#### The Candidates

- High calibre, dynamic self-starters with at least 5 years' relevant experience gained at a blue chip investment bank, a top 6 accountancy practice or a management consultancy.
- First class financial modelling and analytical skills are required, with financial restructuring and strategic consulting experience also desirable.
- MBA or ACA.
- Excellent interpersonal skills and the ability to communicate effectively across cultures.
- Strong skills in one of the regional languages plus another European language in addition to fluent English.

Interested candidates should forward a detailed CV and covering letter to: Miss Tracey Causar, Caspian Securities, 199 Bishopsgate, London EC2M 3TY



## STEEL TRADING LONDON WITH INTERNATIONAL PROSPECTS

This progressive major international group is a market leader in Steel Production. The rapidly growing Steel Trading London based subsidiary has a continuing programme of strategic business development in which investment in the right people plays a crucial role. They are committed to providing the highest quality of service and have an enviable reputation for innovation supported by the considerable financial strength of the Group. There is a unique business culture, which is highly charged and intellectually stimulating, based on personal contribution.

We are seeking those individuals with first-class trading skills and a high degree of personal commitment and energy. The right people will play a key role in expanding the existing successful trading arm, and in supporting strategic business plans to the year 2000 and beyond. This is your opportunity to join an exciting company developing and exploiting opportunities in the international steel trading arena.

These opportunities within a blue-chip global company offer tremendous scope for rapid personal career progression in the UK and overseas. For those individuals who thrive on personal challenge the rewards are considerable and reflect the importance of these appointments with excellent salaries and substantial bonuses on offer. This is the opportunity of a lifetime to join an organisation with a real vision of the future of which you could be a part.

**Hoggett Bowers**

EXECUTIVE SEARCH &amp; SELECTION

Interested candidates should telephone Simon Stephenson or Jeanne Bramley in confidence, at Hoggett Bowers on 0171 430 9000 during working hours or, alternatively, contact them at home on 01722 790254 or 0181 874 6506. You may send, or fax, a CV to 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Fax 0171 405 5995, quoting the appropriate reference number.

## SENIOR STEEL TRADERS

£40,000 - £60,000

Plus Substantial Bonus

- As an important member of the management team, contributing to the definition of new strategy.
- Create and manage dealing opportunities to develop long term business potential.
- Lead and direct a steel trading section, with the option to monitor and support activities of more junior traders.

You will need 7/10 years' experience as a Steel Trader and be totally familiar with the steel industry, its customers and suppliers. With demonstrable management experience and a thorough knowledge of traffic management, you will show well-developed inter-personal skills and be used to gaining respect at senior level. Above all, you will have an impressive track record as a deal maker. Ref: HSS/16477/FT

## STEEL TRADERS

£20,000 - £40,000

Plus Attractive Bonus

- Proactively seek opportunities to expand customer base and sales network.
- Help to identify and develop new sources of supply for steel products.
- Through a high quality of business processing ensure that all contracted deals reach a satisfactory conclusion.

Ideally you will have been in the steel trading business for 3/6 years and be seeking to make a significant impact in the international market place. Complete familiarity with export and import procedures and practices would be ideal, accompanied by the confidence and authority to take advantage of exciting trading opportunities. Most of all, your real commercial flair and strong negotiating skills will be accompanied by driving energy to constantly produce results. Ref: HSS/16479/FT



## VP HEAD OF FUTURES OPERATIONS

## CITY

Our client is the future trading arm of a major European Bank.

With diversification of its product range and continued volume growth, it has been decided that a new position, that of VP-Head of Operations, be created to ensure continued stability and efficiency combined with growth within the company.

Responsibilities for the position would include:

- Overseeing the daily operations of the clearing, customer service and Treasury Departments;
- Provision of hands-on support to all these areas;
- Overall responsibility of all middle and back office operations;

The successful candidate must be familiar with all exchange traded transactions on the local markets such as LIFFE, LME, IPE, etc. Additional experience in Foreign markets such as the MATIF, CME and CBOT would be beneficial. A good understanding of the delivery process and expirations is essential.

The successful candidate will have 10 years experience in operations, with at least 5 years exposure to futures: proven management experience is essential.

In addition, he or she must have systems and IT skills since there will be a requirement to interface with systems support staff in projects which entail

automating and/or report design to facilitate productivity improvements in all these areas.

Undoubtedly the candidate must have the ability to work in a fast growing environment, and have a good educational background (including degree); foreign languages would be helpful.

The successful candidate would also become a member of the management committee of the branch.

Interested candidates should contact Adrian Mallett or Andrew Wallace on 0171 915 8780 or write/fax enclosing CV to them at: 25 Bedford Street, London, WC2E 9HR. Fax: 0171 915 8714. Internet: adrian.mallett@rwa.co.uk

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based in London has a vacancy for an experienced broker to work within our Interest Rate Division. Applicants will be fluent in both Japanese and English and familiar with Japanese business practice and culture. In return we offer competitive remuneration and benefits. Please apply in writing enclosing your current CV to:

Mrs G Pearson,  
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## BZW Barclays Global Investors

A UK and Europe wide brief for experienced marketing professionals

## City

BZW Barclays Global Investors came into being on 29 December 1995 when Barclays PLC acquired Wells Fargo Nikko Investment Advisors (WFNIA). The Quantitative Division of BZW Asset Management was combined with WFNIA to create one of the largest investment management groups in the world with total assets under management totalling some £170 billion. In 1995, 143 new clients were added and new assets totalled £7,368 million.

As a result of continuing business growth, the Group is seeking to appoint two additional marketing executives to join its well established and highly successfully marketing team.

## UK Business Development Manager

## QUANTITATIVE INVESTMENT MANAGEMENT

## The Role

You will be responsible for co-ordinating and completing questionnaires and for dealing with new business proposals in conjunction with the marketing support team. In consultation with the Director you will be required to decide upon the appropriate response to incoming enquiries. You will also support the Business Development Director in maintaining existing relationships with consultants and pension funds and in developing new relationships. Ultimately you will participate in new business presentations.

## Qualifications

You will have had at least three years experience in the marketing/business development team of a major investment management company. You will be experienced in the principles and practices of investment management, and an understanding of quantitative investment management would be a major advantage. You will be a graduate with a high level of literacy and numeracy. You will be highly motivated, a self starter, flexible, friendly and outgoing.

Highly competitive salaries and discretionary, performance related bonuses are offered for both positions together with generous benefits packages. Prospects for successful and ambitious individuals are excellent.

Applications should be sent by letter or fax with an indication of current salary to our retained consultants, KW Selection, 140 Park Lane, London W1Y 3AA, fax number 0171-355 1521, quoting reference CI/6028/2.

## Continental European Business Development Director

## QUANTITATIVE INVESTMENT MANAGEMENT

## The Role

As part of a team of six, you will be responsible for developing and implementing a marketing strategy for continental Europe with a specific focus on Switzerland, Scandinavia, Germany and other markets as appropriate. Once strategy has been approved you will proceed with implementation through direct sales calls and other appropriate marketing activities. Within the first year you will spend at least four weeks in the San Francisco office developing product knowledge. Ultimately you will develop a business development team focusing on continental Europe.

## Qualifications

You will have a proven track record of success in selling investment management products to major institutions across Europe. You will have an in-depth knowledge of the securities markets and preferably a good understanding of process-driven, quantitative investment techniques. You will probably be a graduate, possess excellent communication skills - both verbally and in writing and be fluent in a second European language, preferably French or German.

INTERNATIONAL BIMAS  
CO-ORDINATOR  
£23,000 + Banking Benefits

A US bank is looking for a data processing and communications co-ordinator to implement and organise the BIMAS 'Help Desk' and provide the initial technical support and problem analysis function. The candidate should be confident of a thorough knowledge of BIMAS, data processing and communications environments encountered in an active, multi-product service organisation with an understanding of bank operations i.e. accounting, administration and audit requirements. Assistance will be required for the installation of BIMAS and new applications and to provide operations and user personnel with training where required. It is important that you possess the ability to work closely with a team, not necessarily at the same location and are able to communicate with all levels of personnel. Applicants should apply no later than 31st March 1996 to: **Shepherd Little & Associates Limited, Cleary Court, 21/23 St Swithin's Lane, London EC4N 8AD.**

## Head of Research - based Far East

Our client, a blue chip global securities and investment banking group, is expanding their equity research operation throughout Asia. Applicants should have at least five years experience producing equity research within a reputable securities firm, will ideally be a rated analyst, in their late twenties to late thirties and have either managed a research team or be able to demonstrate strong management skills. A very attractive compensation package will be offered to the successful candidate.

In addition, our client is seeking to recruit strong equity research analysts to be based in either Hong Kong, Singapore, Thailand, Malaysia, Indonesia and India.

All applications will be treated in strict confidence and details not released to our client without prior approval. Interested applicants should reply by either telephone or facsimile to the following:

Susan J. Watson at Watson Link Limited, Hong Kong on telephone (852) 2330 2339 or facsimile (852) 2330 2734.

CITY GRADUATES  
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Positions within long established partnership for new to market graduates and experienced City players. For confidential discussions, call:

John Kilburn-Toppin 0171 240 4942 or  
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INTERNATIONAL SALES  
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If you are committed to pursuing a successful career in investment management then this major fund manager, a world leader, offers a challenging opportunity as Assistant to the Head of International Sales & Marketing. The key area of responsibility will centre on providing first class tailored responses to new business and consultant questionnaires from major institutions outside the UK. The individual will also help build standards of quality and professionalism and assist in their maintenance globally.

This demanding position, requiring meticulous attention to detail and excellent verbal and written communication skills, calls for a self starter capable of working on his/her own initiative. Candidates, ideally arts graduates, are likely to be in their mid 20's with a minimum of 2 years' experience in financial services.

If you feel you have the necessary skills and abilities to fulfil this demanding role please write, enclosing full CV, to Elizabeth Williamson

Fax 0171-626 9400

Cleary Court, 21-23 St. Swithin's Lane  
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## Manager client services

Due to the continuous growth of our business, this exciting opportunity has arisen to join our London based team.

This demanding position will appeal to a high calibre individual, ideally in the 28-35 age group, with a minimum of 5 years experience in client servicing within the fund management industry. The successful candidate will provide a professional service to institutional clients and high net worth individuals, and will also be involved in the development of new business through existing and new customers.

Strong communication skills, a thorough understanding of domestic and international markets, dedication to service excellence and the ability to work effectively as a team player are essential pre-requisites.

Our salary and benefits package, which is performance driven, is extremely competitive and is designed to be flexible enough to attract first class individuals.

Interested candidates should write, enclosing a detailed curriculum vitae to:

The Personnel Manager  
Bank of Ireland Asset Management (UK) Limited  
36 Queen Street  
London EC4R 1BN

Closing date for receipt of applications is 4th April.

Bank of Ireland Group

London • Excellent Package

## Client Liaison

Our client an established Ring Dealer seeks an experienced Client Liaison Officer with experience of base metals trading in the Far East and South America.

It is imperative that the successful candidate speaks both Mandarin and Spanish fluently and has a successful track

record of trading in the relevant areas. A competitive remuneration package is on offer.

Please contact by Wallhead  
Rochester Partnership Limited  
No 7 St Helen's Place  
London EC3A 6AU



ROCHESTER

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Leading US based Investment Bank is seeking highly motivated career oriented individuals with experience in finance and operations for new venture in Dublin, Ireland. Qualified candidates must possess related financial services experience with complex financial products.

#### CONTROLLER:

Requires ACA/CPA and 7-10 years of experience with the maintenance of books and records, preparation of financial statements and liaison with internal and external auditors.

#### REGULATORY ACCOUNTING MANAGER:

Requires an accounting degree and 6 years experience with EU banking regulations.

#### SENIOR ACCOUNTANT:

Requires an accounting degree and 1-3 years experience with general ledger, payables, receivables, payroll, and financial reporting.

#### INTERNAL AUDIT MANAGER:

Requires ACA/CPA and 5 years experience with review of trading, credit, accounting and regulatory functions.

#### OPERATIONS:

Manager requires 8 plus years operations management experience. Staff positions require 2 plus years experience. All candidates must possess experience with trade processing, international settlements, cred, documentation and reconciliations.

#### TRADE SUPPORT:

Requires 5-7 years experience with bank documentation. Computer literacy a must.

#### RISK MANAGER:

Requires trading experience, strong computer skills and ability to review all risk, credit, accounting and regulatory functions.

We offer a competitive salary and excellent benefits package. Please send your resume and salary history to:

Financial Times  
Box # A531  
Number One Southwark Bridge  
SE1 9HT

### APPOINTMENTS WANTED

### EURO-FUNDED EXECUTIVES FOR HIRE!

A dynamic group of high profile executives currently attending a European Management Programme in Paris, urgently seek short-term internships in UK companies. Former managers in their own right and displaying a wealth of business experience, their short-term unpaid placements would be ideal for companies with cost effective European expansion in mind. For further details, please contact

Dr. Dermot Curley on Christian Rolke or: 0181 983 3363.

### ACCOUNTANCY APPOINTMENTS

London

Our client is an international manufacturing Group with operations in the UK, US, South Africa and the Pacific Rim.

Substantial growth and profit has been achieved over recent years through a strong acquisition strategy; this has created the need for a new Treasury professional to join the high calibre Head Office finance team.

The Group Treasury Manager will be responsible for the development and implementation of policies relating to international cash management, control of interest and foreign exchange risks. Responsibilities will additionally include cross border funding, fund raising strategies and co-ordination of worldwide banking relationships and subsidiary Treasury requirements.

The successful candidate is likely to be a graduate Chartered Accountant and/or ACT qualified and will have a minimum of three years Treasury

management experience gained within a blue chip or international corporate environment.

In addition to excellent presentation and communication skills you will be proactive and capable of devising pragmatic solutions to Treasury issues. You will be a sound team player, outgoing and committed to developing your career within a fast track and progressive organisation.

This is an outstanding opportunity providing significant exposure to senior management and will result in excellent career progression.

For further information in the strictest confidence, contact Raj Munde or Caroline Ford on 0171 240 1040. Alternatively, fax your resume on 0171 240 1062 quoting reference number 2054/09 to Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2E 7EN.

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Package £65,000

### YOUNG QUALIFIED ACCOUNTANT INVESTMENT MANAGEMENT

Capital International Limited is a subsidiary of the Capital Group Companies Inc., Los Angeles, one of the world's largest investment management organisations. Due to our rapid expansion we are seeking throughout our European operations by appointing a young qualified accountant.

As a key member of a small team your ongoing priorities will be to:

- Lead specific projects aimed at increasing efficiency across all operational departments.
- To review and refine existing control procedures and identify potential problem areas.

The position will be based in London initially, possibly followed by a secondment to our Geneva office.

Candidates must be ACA or CIMA qualified, ideally a senior experienced senior in an international public accounting company, with experience in the financial sector. The creativity to take initiatives towards current practices, and a strong client service orientation, particularly in the context of a multinational organisation, will both be essential.

To apply, please send a CV and covering letter to  
Capital International Ltd, Ref: ABE, 25 Bedford Street, London, WC2E 9HN

## Finance Director

BASED MOSCOW

SIGNIFICANT SIX FIGURE PACKAGE

**THE COMPANY**  
Telecommunications is one of the largest growth sectors currently in the region. Our international client is a long distance telephone company licensed to operate within the former Soviet Union. They are primarily a satellite based company involved in switching, trunking and private network business with current operations in numerous cities and headquartered in Moscow. A joint venture has been established between our client and two local companies with significant levels of investment and the planned future growth demonstrates the commitment to the region. The company is now looking to recruit a Finance Director as an integral part of these growth plans.

#### THE ROLE

The Finance Director will be responsible for managing the Accounting/Finance function within the company and its subsidiaries. Reporting to the Chief Executive Officer you will be involved in the strategic planning and be required to:

- Design, implement and manage (post implementation) accounting systems.
- Work according to Russian laws relating to taxation, currency, employment and statutory accounting.
- Manage the finance team responsible for the internal control and auditing function.
- Work in a multi-lingual, multi-currency, multi-location environment.

#### THE PERSON

Our client is a customer driven organisation and provides first class service in a fiercely competitive environment. To sustain this reputation and performance they require a high calibre individual.

The following credentials are essential:

- Western Accounting qualification
- Ideals of at least 10 years' Commercial or Public practice experience
- Knowledge of Scala will be especially useful
- Fluency in English and a minimum of conversational Russian with an intention to become fluent
- Reliance, tenacity, energy and ability to work in a multi-cultural East/West European environment.
- Experience gained in Telecoms, service or high-tech industry.
- Dynamic personality with excellent communications skills.
- Results oriented problem solver.

Please send a full resume with covering letter quoting ref. F72837 to:  
Alice Court, 116 Putney Bridge Road, London SW15 2NQ. Tel: +44 (0) 181 874 2744 Fax: +44 (0) 181 871 2211  
ANTAL MOSCOW: Moscow 121170, PO Box 79, Tel: +7502 222 1468 Fax: +7502 222 1467  
All applications will be treated in the strictest confidence



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## Group Finance Director

Major plc

Northern Ireland

Excellent Package

Challenging role to run the finance function of a major plc in a region now seeking increased economic activity and new investment.

#### THE COMPANY

- Leading industrial services provider. Turnover c. £500m, pre-tax profits in excess of £80m.
- Capital intensive group with successful growth record.

#### THE POSITION

- Reporting to the Chief Executive for
- Direction and management of all aspects of financial management, including investor relations, financial and management accounts, business planning, treasury and tax.
- Responsible for group IS, internal audit, company secretariat, purchasing of materials and other corporate services.

- Liaise with City and develop standing with investor community.
- Provide significant contribution to strategic direction of the company.

#### QUALIFICATIONS

- Graduate qualified accountant with proven success in senior financial management in a leading industrial company and with strong commercial experience.
- Public company experience essential.
- Strong leader and team player with intellect
- Bottom-line focused.

Please send full cv, stating salary, ref BR603A1, to NBS, 37 Queen Square, Bristol BS1 4QS  
Closing date for applications April 12th 1996



Bristol 0117 929 1142 • London 01 493 6392  
Aberdeen • Birmingham • Basel • City  
Edinburgh • Glasgow • Leeds • London  
Manchester • Slough • Madrid • Paris

### Western Atlas Logging Services,

a division of Western Atlas International, a leading international company in the oil field service industry, is seeking a dynamic individual, aged 22-30 to fulfill the role of a Trainee Controller. A finance or accounting background with auditing experience is preferred. Should be computer literate, willing to travel and open to relocation abroad (single status) in the future Foreign language skills preferred. For details please contact  
Brad Grove at 0181-585-4634.



## Chief Financial Officer - France

World Leading Software Products and Services

Package to c.550,000ff

Paris

Our client is one of the largest software companies in the world, providing top quality products and services for each of its major markets, which include electronic commerce, applications management and systems management. With worldwide revenues of \$500 million the Company is enjoying significant profitability. Its international division now requires a Chief Financial Officer for its French operation. Reporting to the President-Finance and VP Finance International, your responsibilities will include:

- Overseeing accounting, financial controls and systems throughout the Company.
- Preparation of budgets with emphasis on balance sheets and cash flow forecasting.
- Involvement in the planning and implementation of all aspects of Business Development and Sales and Marketing.
- Providing a strategic approach to management and financial information identifying key areas of focus.
- Being instrumental in all contract negotiations.

Candidates will be graduate calibre accountants with at least 7-10 years PQE gained with a US subsidiary or European multinational. Given the highly commercial focus of this position, they will display considerable business acumen and entrepreneurship and be able to operate in a highly decentralised, profit driven and incentivised environment. This is a challenging and demanding role which will require a grasp of day to day management as well as the ability to make a significant contribution, at a strategic level, to the performance and profitability of the company. Fluent English and French is essential.

Salary is negotiable and will reflect the seniority of the position. Assistance with relocation will also be available if required.

If you believe you have the necessary attributes and dynamism for this unique role then please send an up to date Curriculum Vitae, along with your current salary details to the advising consultants, Jonathan Kidd or Lisa Powell at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH (Tel: 0171-333 0033) quoting reference number HNF133FT.

Also apply via [http://taps.com/Harvey\\_Nash](http://taps.com/Harvey_Nash)

HARVEY NASH PLC

## Manager - Financial Planning and Development

Treasury and Asset & Liability Management

£30-35,000 + Benefits

City

Our client, has enjoyed a distinctive presence in UK retail banking for a century or more. It has a tradition of, and a commitment to, continually innovating and improving customer service. With a record 55% increase in profitability for 1994, it is well positioned for the future. Its Treasury Group now requires a high calibre individual to join as Manager Financial Planning and Development. Reporting to the Financial Controller, Treasury, your responsibilities will include:

- Implementation and management of structured financial planning and forecasting processes in support of Treasury and Asset & Liability Management activities.
- Provision of advanced analytical skills to support development of key business initiatives.

If you believe you have the required expertise and drive, then please write enclosing an up-to-date Curriculum Vitae, including daytime telephone number and salary details to the advising consultants, Jonathan Kidd or Lisa Powell, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH (Tel: 0171-333 0033 Fax: 0171-333 0032) HNF133FT. Also apply via [http://taps.com/Harvey\\_Nash](http://taps.com/Harvey_Nash)

HARVEY NASH PLC

... a rare and exciting opportunity to join a market leader poised for flotation ...

## Deputy to CFO Europe

West London

Package c £75,000 plus + Benefits

### The Company

Since its foundation in 1988, our client has developed into an extremely dynamic and fast growing entity.

Their business is the provision of solutions to complex business problems by the exploitation of technology. Their customers are recognised leaders in their own business sectors and increased competitive advantage is the goal of all parties to the strategic alliances formed.

Their culture is fast moving, demanding, highly exciting, open minded and supportive. Initiative is expected and rewarded. Their people are encouraged to originate and contribute ideas without recourse to formal structures.

Europe is key to their business and will continue to grow as a significant part of the emerging global business community.

### The Role

Current business levels are expected to double over the next 18-24 months given recent expansion into additional European countries and the Asia/Pacific regions. Travel within these markets will be a pre-requisite. A fundamental purpose of this role therefore is to strengthen the finance support available to the business units. This will involve further re-engineering of the European Finance Function and the enhancement of customer focus. Significant proactive and commercial input to the account management teams will be expected. Acquisitions and joint ventures will require assistance. The housing of best practice in reporting, treasury and corporate affairs will be a key task. Responsibility for technical finance and accounting will rest within your team. This is a high profile position both demanding and fascinating in its content and scope. Seldom does such an outstanding opportunity arise to contribute to a company at a crucial stage of its corporate development and to enjoy the career enhancement provided by its visibility.

### The Candidate

Aged 35-40, and seasoned in the complexities of a multinational corporate, the successful candidate will most likely have qualified ACA with a major practice. Financial and management reporting will be the foundation of your skills, and you will be fully conversant with US GAAP and SEC requirements. US listed reporting would be a distinct advantage. You should have additional proven skills in both treasury and tax management.

Your commercial acumen will be evident and you will be confident of your presentation and interpersonal skills. Colleagues at all levels will respect your professionalism, personal qualities and your ability to guide and enlighten on technical issues in a style which business managers will easily comprehend. You will be at ease to any European culture and a level of ability in French and German would be an advantage.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leeds London Luton  
Maidenhead Manchester Nottingham St Albans St Andrews

Applicants should forward a comprehensive CV, quoting reference 278776 to Richard Wilson, Executive Selection Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

## FINANCE DIRECTOR

European, Strategic Contribution

East Anglia

To £70,000, Car. Bonus, Options

Our client, a profitable and expanding division of a major UK plc, is a market leader with operating subsidiaries based throughout Europe. They seek to appoint a Finance Director who, working closely with the Managing Director, will have substantial impact on divisional strategy and development. Key elements of the role will be:

- As a member of the European management team, making a commercial and strategic contribution to continued profits growth.
- Taking responsibility for all aspects of financial and operational control and reporting as well as systems development.
- Maintaining an effective interface with Corporate Headquarters, representing the division at Main Board level and liaising on statutory, tax, treasury and legal matters.
- Continually evolving organisational structures and procedures to provide a sound framework for significant further organic and acquisitive expansion.

Candidates will be graduate, qualified accountants with a proven track record of senior management achievement gained in an international multi site environment. Previous experience of distribution or logistics is preferable but not vital. Strong technical ability as well as excellent management and communication skills are essential. An overriding requirement however, is clear business vision and commercial credibility at the most senior levels. Fluency in a second European language would be an advantage.

Interested candidates should write with full CV, quoting current rewards package, to Karen Wilson or Mark Hurley, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 3DY. Tel: 0171 430 9000. Fax: 0171 405 5995 quoting ref: HMF/16689/FT.

Hoggett Bowers

EXECUTIVE SEARCH & SELECTION



THE PSD GROUP

## European Finance Director

LEADING U.S. HIGH TECHNOLOGY MULTI-NATIONAL

Very Attractive Package

Based U.K. or Germany

The Parametric Technology Group of companies is the world's leading provider of mechanical CAD/CAM/CAE software with worldwide revenue in excess of \$500M and European revenue in excess of \$150M, with 14 subsidiaries in Western Europe providing sales support and software development.

We offer an exciting opportunity for an experienced finance executive to become actively involved in the European Operations, working closely with the sales management team in Europe and directing our European financial team. Your responsibility will be heavily focused on strategic issues which will drive business success, your overall goal will be to enhance the level of support provided to European operations.

### Other Responsibilities

- Directing and guiding the efforts of European regional controllers.
- Negotiating end-user contracts and license agreements in conjunction with sales management.
- Developing strategies to enhance sales force productivity and support.
- Developing an information systems strategy to meet the needs of the European operation.

### Qualifications

- 5+ years U.S. high tech multi-national experience.
- Knowledge of European and U.S. accounting principles and practices.
- Experience in European contracts and license agreements.
- Experience with business information systems.
- Ability to speak German and/or French a plus.

Please send your CV to: Gayle Yeandle, Human Resources, Parametric Technology (UK) Limited, Technology House, Bracknell Beches, Bracknell, Berkshire RG12 7BW.



## Group Financial Controller

London c.£55,000 + Excellent Benefits

This rapidly expanding and highly profitable British Group has forged a market-leading position within the competitive and sophisticated global high technology industry. Continued growth, coupled with diversification, dictates the need to appoint a well qualified accountant as Group Financial Controller.

The broad remit is to optimise the Group's financial resources while ensuring effective reporting lines to support business strategy. Knowledge and experience of US accounting practices, computerised systems and the ability to negotiate with the Group's bankers is required.

This position demands an outstanding and persuasive individual who can combine technical competence with imagination, has well developed commercial instincts and above all the determination to achieve agreed business objectives. A minimum of 10 years' post-qualification experience, some of which should have been spent at management level in a commercial organisation, is sought.

In return, you will enjoy an excellent salary and benefits package while working in a dynamic, friendly and utterly professional environment. Salary will not be a limiting factor for the right candidate.

Write to Patrick Donnelly, with full CV including contact telephone numbers and salary details, quoting reference FT/135.

PD Consultants

MANAGEMENT - SELECTION

23 Durston Road, Kingston-Upon-Thames, Surrey KT2 5RR.

A leading international group, operating the world's largest international data network, offering seamless telecommunications services to airlines, businesses and organizations in over 220 countries and territories, is looking for high-potential

## Operational auditors

BASED IN BRUSSELS

Within a high growth, multi-national context, he/she will participate in the effort to optimize resource utilization, processes and organizational effectiveness through:

- The conduct of studies and operational audits in all group companies and branches, with a view to identifying areas of possible changes/improvements, including the estimated economic consequences.
- The communication of results of studies up to senior management level and obtaining the acceptance of local management for implementing the changes.
- Follow-up the implementation of changes required.

Candidate profile:

- Aged 30 to 35, preferably a graduate in Telecommunications or Computer Science Engineering, complemented with a degree in Finance and Business Administration.

- At least 3 to 5 years' working experience as a management consultant in an international consulting firm.
- A good knowledge and understanding of the operational and technical environment of the telecommunications industry.
- Substantial experience in performance of efficiency studies and productivity analyses.
- Good communication and problem-solving skills.
- Fluency in English is required, as well as willingness to travel.

Please send, in total confidence, your application including a complete CV and salary details to SITA - 112 Avenue Charles De Gaulle - 92522 Neuilly sur Seine, France stating the reference n° OA/FT

SITA

## FINANCIAL CONTROLLERS

HONG KONG

EXCELLENT PACKAGE & BENEFITS

Our Client is a leading marketing, distribution and manufacturing organisation operating in Hong Kong, China and Europe. Growth and expansion demands that we now recruit a number of Financial Controllers who would be given the opportunity for career enhancement leading to Financial Director status.

Reporting to the Executive Director, the position demands a formally trained leading accountant with long term practical and hands on experience across the whole spectrum of accounting disciplines. Good analytical skills and the gift of being able to grasp the total picture are essential. You will also have good communication and administration skills to enable you to lead by example.

Located most probably in Hong Kong, but certainly outside the UK, an excellent salary package is being offered. This is an exceptional opportunity to develop a career in a highly successful group of companies listed on the Hong Kong Stock Exchange.

Send full CV in a sealed inner envelope stating clearly any companies to whom you do not wish your details to be passed.

Marwood Kane Limited, Dept FT/03/96, Cowditch House, Cowditch Avenue, New Malden, Surrey KT3 6QQ

## FINANCIAL CONTROLLER \$80,000 US

For manufacturing plant of major U.S. Corporation. Classical controllership responsibilities include standard & cost accounting, administration and reports to U.S. parent. Some exp. with Mergers & Acquisitions. FLUENT FRENCH/ENGLISH. Free to relocate. Send resume to Recruiter 15545 Ventura Blvd. #165, Sherman Oaks, CA 91403 or Fax 818-981-6505



**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Financial Controller

A player to watch in retail financial services seeks someone who knows their FSA from their ICA

c.£50,000 package Reading, Berks

This could be the making of you... You know you're capable of more than you're doing at present. You're confident of your technical ability. You've managed - possibly even transformed - a team of good professionals. You've shown an interest in matters outside 'normal' finance. Now you want a role where you can learn more and develop into a fully rounded finance professional. You want to demonstrate that you can develop a function and realise its full potential; that you can take full responsibility for day-to-day control; and that you can make a real contribution to the wider success of a UK operation.

Well, here's your chance...

As one of our key managers immediately below Board level, you will manage a team of 10, and work closely with our Finance Director to re-engineer the contribution that finance makes to our business. In addition to day-to-day accounting and taxation responsibilities, we want you to grab hold of a series of ad hoc analytical and modelling projects, working closely with managers from other disciplines.

Who are we?

A key UK subsidiary of a major European financial services group with solid blue chip backing. Our balance sheet exceeds £3 billion and we have remained profitable throughout the recession in a highly competitive market. With a reputation for identifying and exploiting niche markets and pioneering new products, we're seen to be

quick on our feet and innovative, with leading edge technical support.

Who are you?

Almost certainly working in retail financial services with a good understanding of the regulatory environment in which we work. You're IT literate, a qualified accountant, probably chartered, and your technical knowledge embraces tax and VAT. You have had staff-management responsibilities and you can demonstrate some real input to commercial decisions. Your personal style is professional, honest, clear and direct; you are a skilled communicator and debater, able to make and take constructive criticism; and most importantly, you have the potential to go a lot further - peaking early is not on your agenda!

Next step

Convince us you have that potential; tell us how you meet the profile we're looking for; and highlight the synergies with your own experience/aspirations. Write to our advising consultant, Mark Harshorne, quoting reference D/0079 with your case for the role plus a full CV and remuneration details.

Executive Search & Selection,  
Price Waterhouse,  
No 1 London Bridge,  
London SE1 9QL.  
Fax: 0171-403 5265.  
E-mail: Mark\_Harshorne@Europe.notes.pw.com

## Financial Controller

West End - Marketing To £45,000 + car

Our client is an extremely successful and fast growing privately owned marketing consultancy which has been established in excess of ten years and has a reputation for performing as one of the top consultancies within its field. Household named companies form a blue chip client base throughout different sectors, both UK and overseas, with current t/o c.£4m.

The business now seeks to strengthen its management team by the appointment of a Financial Controller who will report to the Board. This significant new role will be responsible for the production of all accounting information but will have strong emphasis in upgrading and providing meaningful management/commercial data that can be used effectively with the Directors to develop the business.

This is an excellent opportunity for a qualified accountant, aged late 20's/early 30's ideally with service sector experience, who can understand and get to grips with the detailed nature of this fast moving environment and work closely with the consultancy team, as well as being able to advise Directors strategically. Sound organisational and professional skills with a good hands on approach are vital, as are enthusiasm, energy and the right personality to work as an integral member of this talented management team with the potential to become Finance Director.

Please write enclosing a full curriculum vitae quoting ref 647 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB  
Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

## FINANCE DIRECTOR

AIM Flotation c.£50,000 + Options and Car.

Our Client has obtained exclusive distribution rights in Continental Europe for an outstanding new Internet software product already successfully launched in the US. The company is soon to be quoted on AIM and market potential and financial resources are available to support a major sales drive in all significant European markets. Based in Central London the Finance Director, who is a new appointment, will be responsible for every aspect of the company's finance and company secretarial functions with particular emphasis on:

- Providing financial management input to both the company's operations and strategic direction.
- Designing and implementing financial and other IT systems
- Managing the City share-holders' interface

- Managing a multi-currency treasury function

The working environment will be that of a high growth SME and candidates need to have considerable breadth of experience to address the wide range of responsibilities inherent in the role. A high level of accounting and IT expertise will obviously be essential as is a professional qualification but emphasis in selection will also be on shareholder relations experience and solid commercial ability. Relevant software industry experience would be useful but not essential.

This is an entrepreneurial opportunity which will be rewarded by a package consisting of a competitive base salary plus share options with car and benefits.

**Silver & Co**  
MANAGEMENT CONSULTANTS  
ASHTON HOUSE  
52 WEI BEY STREET  
LONDON W1M 8NH

Please reply in writing with your cv, quoting reference FDE, to Robert Silver.

## Accounts & Administration Manager

£30,000 & Car - Mitcham

An excellent opportunity for an experienced accountant who enjoys the relationship between accurate financial reporting and being instrumental, within a team, for directing and developing a business. All aspects of finance, planning and systems development coupled with an ability to be an effective communicator at all levels.

PAUL KEADY  
Packdax Accountancy  
5 High Street - Staines -  
Middx TW18 4QY  
Tel: 01784 - 456111 Fax:  
01784-469661

## EXPERIENCED EXECUTIVES

CMR specialises in helping small/medium-sized businesses. We are expanding & need more senior executives, in the South & Midlands, to join us on a full or part-time basis as independents.

CV/Details to  
CMR,  
13 Harley Street,  
London W1N 1DA

## GROUP ACCOUNTANT

About us:

First Mortgage Group is a specialist participant in the residential mortgage business. This is a fascinating market where the premium is on innovation and rapid reaction - qualities the Group has in abundance.

We need further strength in our tightly knit finance function, seeking someone with practical experience not only of establishing what the numbers are, but also of communicating what they mean for our businesses.

About you:

You have a good degree and a recognised accounting qualification (very possibly CIMA), gained at least three years ago. You are thoroughly at home with all the basic financial accounting processes and control/integrity disciplines, and take consolidations in your stride.

You have the vision to see the big picture, but are not above attending to the details. You care about order and quality both in what you do personally and in how you organise other people's work. You are highly computer literate, with a track record of automating as much as possible of the routine.

**First Mortgage Group**

Above all, you are a team player with a sense of humour, a creative and flexible disposition, and a "can do" approach to business.

If you can demonstrate a specific match with your experience and ambitions, write (enclosing CV and current package details) to:

Chris May,  
First Mortgage Group,  
Brettenham House,  
14-15 Lancaster Place,  
London WC2E 7EP.

## Financial Controller

Financial Services

Greater London

c.£60,000 + Car + Bonus + Bens

Our client, a leader in its field, is the wholly owned subsidiary of a major British merchant banking group. The company is not only one of the best known in its field but it also has the highly developed resources and management skills demanded by investors.

Following recent reorganisation and in line with the desire to develop and grow the group, a requirement now exists for an exceptional Financial Controller. Reporting to the Finance Director and managing an extensive team, the appointee will be responsible for:

- The day to day financial management of the group's operations, encompassing financial control and reporting and ad hoc analysis.
- Re-engineering the financial systems.
- Liaison with business unit directors.
- Development of group reporting procedures.

Aiding in the determination of group financial and business plans.

The opportunity will appeal to an individual of the highest calibre who can initiate and instigate change and fulfils the following selection criteria:

- Graduate Chartered Accountant, aged 32-40.
- Outstanding and consistent level of academic achievement.
- Strong track record as a Senior Manager in a 'Big Six' firm, commerce or financial services.
- Highly effective team player who can demonstrate 'people management' skills.
- Evident commercial awareness and ability to add value.

The remuneration package will reflect the seniority of the position and will include an attractive basic salary, company car, bonus, normal executive benefits and the opportunity to develop a stimulating career within this high profile international group.

Interested applicants should write, in the strictest confidence to Robert Walker or Brian Hamill at Walker Hamill Executive Selection, forwarding a brief résumé quoting Ref: BH 2324.

## REGIONAL FINANCE DIRECTORS

Edinburgh & Wigan

£40k package + car

SCA Packaging is Europe's leading company in the development, manufacturing and marketing of corrugated transport packaging and of paper for the corrugated board industry. Total sales are £920 million (MSEK 10, 690) and the number of employees was 8,698 on 1 January 1995. The group is operating in 10 different countries via 91 locations and more than 125 plants, research and technical centres as well as sales offices, with significant sales in 16 countries. With the acquisition of PWA in Germany at the beginning of 1995, the group produces 2.6 billion m3 of corrugated board and 2.1 million tons of paper.

In the UK and Ireland, the company has a network of eight main casemaking units, 15 sheet plants and one sheet feeder, plus the SCA Euroliner mill producing liner and fluting for corrugated fibreboard from recycled material.



Promotion in two of the operating regions, Scotland and the North West, prompts the need for two Regional Finance Directors reporting to the respective General Manager. As part of the management team, the individual will make a vital contribution to profitability, focusing attention on sales, marketing and manufacturing. Key responsibilities will be to provide timely and relevant financial information and analytical support to the executive team on all aspects of the business.

Candidates, preferably graduates, must be professionally qualified accountants with experience of manufacturing industry. In addition, he/she must be a good team player with an enthusiasm for hands on involvement and be capable of driving change through strategic thinking.

Please reply with full CV, quoting reference 1115 (Edinburgh) or 1124 (Wigan), to James Wainwright, Emswiler Partnership Ltd, 48-50 Mortimer Street, London W1N 7DG, fax 0171 436 7677, who is advising on these appointments.

## OVERSEAS JOB OPPORTUNITIES

JERUDONG PARK MEDICAL CENTRE

Unique and exceptional opportunities exist for qualified candidates to become involved in an exclusive, small, private and prestigious healthcare facility located in Brunei. Attractive remuneration packages include tax-free salaries, accommodations, medical care, bonus and annual leave air tickets. Available positions with minimum requirements are listed below.

### HEAD ACCOUNTANT/ACCOUNTANT

- Relevant professional accounting qualifications
- Minimum of five (5) years experience
- Experience in the development of auditing and internal control systems
- Familiarity with purchasing and procurement procedures
- Familiarity with the use of computerized Accounting Systems and spreadsheets
- Previous overseas experience preferred

Position are available immediately.

Please apply by fax, including the names of three (3) references, a full curriculum vitae with fax and phone numbers to:

THE CHIEF EXECUTIVE OFFICER  
Jerudong Park Medical Centre  
Royal Brunei Polo Club  
Jerudong Park 2021  
BSB, Brunei  
or fax: 00673-2-672 481

## Finance Executive

Salary c £35K subject to qualifications & experience

ABOUT US

- Autonomous, fast moving service organisation
- Part of a major publicly founded business
- Turnover c. £25M
- 430 multi-skilled staff
- Lean, layered management structure committed to quality and the customer
- Headquarters located in the North West

ABOUT THE ROLE

- Financial management and the strategic development of the business
- Shaping the commercial direction of our business
- Developing and enhancing our business systems and procedures
- Providing strategic leadership on our ABC and price led costing projects

ABOUT YOU

- Qualified professional
- Senior line experience in financial management in a high volume business
- Persuasive and convincing in debate
- An achiever who succeeds through the efforts of their team

If you are interested please send your CV to: PO Box 115, Manchester M60 1SJ by April 4th.

If you would like an information pack, please telephone 0161-244-4589 or alternatively in the first instance, you would like a discreet conversation about this position please contact Cyril Gates on 0161-224 4000.

National Film & Television School

## FINANCIAL DIRECTOR

The Organisation

The National Film and Television School is the leading national centre for the provision of professional education and training for the entertainment and information industries, offering full-time post-graduate, post-experience courses in ten specialist areas and a range of Short Courses for industry professionals. We are looking for a Financial Director to help strengthen the School's financial basis and to develop commercially viable projects.

The Role

Reporting to the Director, the Financial Director will be a senior member of a lively and creative Management Group. S/he will be responsible for reviewing, updating and implementing the financial and funding policy and strategy for the National Film and Television School.

The Candidate

A credible candidate will need to be a Chartered Accountant at senior management level with experience of working with, or in the public sector, as well as commercial experience. Awareness of developments affecting the British and European Screen Industry and the current practices in comparable institutions is essential. Salary will be commensurate with the seniority of this post.

Applications should be sent to Angela Jones, Head of Administration, National Film and Television School, Beaconsfield Studios, Station Road, Beaconsfield, Buckinghamshire, HP9 1LG, tel. 01494 671234, no later than 15 April 1996

The Inter-American Development Bank, a multilateral development institution, has an opening at its headquarters in Washington, DC for a:

### Section Chief

Accounting Policy and Reports Section

Functions: Lead the accounting team responsible for: operation and maintenance of the general ledger system; interpretation of standards to define the Bank's accounting policies and procedures; analysis of activities, including funds under administration and pension-related funds to recommend the establishment or modification of accounting controls, policies and procedures; production of financial statements and coordination of the external audit of the Bank's financial statements and agreed upon procedures reviews relating to debt issues. Requirements: Education: Master's degree or equivalent in Accounting or Business Administration. Bachelors degree in Accounting and certification to practice public accounting is preferred. Experience: Minimum of 12 years of professional experience in accounting/auditing (of which ten should be at the international level), acquired within a multinational environment and/or a public accounting firm. Fluency in English and Spanish. Interested applicants should send cover letter and resume in duplicate to:

Inter-American Development Bank Stop E9607 HUR-RQ-FT  
1408 New York Avenue NW, Washington, DC 20577  
or Fax (202) 623-3666

Only applications which best match the requirements of the position will be acknowledged. Women are encouraged to apply.



## IT Senior Appointments

## GlaxoWellcome

## Delivering

## Service

## Excellence in

## Helpdesk

## Management

## Location:

## Middlesex

## Helpdesk Manager

Excellent salary + benefits + relocation

In order to provide the very highest quality of IT service to delivery to over 14,000 UK based employees, the effective management of our Central Helpdesk is vital. Receiving an average 1,000 calls per day, the Helpdesk is the key interface between IT and the business and constitutes a core element in our programme of delivering service excellence. An opportunity now exists for a professional Helpdesk manager to take full ownership of this service and provide the necessary leadership for the function to reach its full potential, in line with our service ethic and vision.

With a minimum of three years' Helpdesk management experience, you will now be looking for an opportunity to further develop your career and consolidate your expertise with a world class company. Although your present team may be relatively small, you possess the charisma to motivate and lead a team of 30 staff from the front, in pursuit of service excellence. You will also need to demonstrate superb co-ordination and planning ability, and be equally at home building relationships with Resolving Agencies, user representatives and senior management. Likewise, you will be

conversant with key Helpdesk statistics and have a track record of applying measurements to the solution of management problems. In all cases your instinct will be towards proactivity and you will be adept at managing client expectations.

For the right candidate, this is an outstanding opportunity to fully utilise your repertoire of service management skills in helping us to achieve our demanding set of service goals and objectives. In exchange, we are offering an extremely competitive salary package, and scope for future career development. If you feel that you can match our high standards and expectations then we welcome your application.

To apply, please send your CV and current salary details and daytime telephone number to: Harvey Nash Plc, 13 Bruton Street, London W1X 7AH (Tel: 0171-333-0033 Fax: 0171-333-0032). Please quote Reference Number HN1937F.

Also apply via [http://taps.com/Harvey\\_Nash](http://taps.com/Harvey_Nash)

HARVEY NASH PLC



## Divisional I.T. Consultancy &amp; Systems Integration Director

The World's Leading Supplier of Information Solutions

Package to: £70,000 plus Executive Car and Benefits

London

Equitas Europe is part of the \$1.6 billion turnover Group, Equitas Inc, the world's largest provider of information based solutions and decision support services to the finance, insurance, utility, communications, healthcare and retailing industries.

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To find out more, please telephone our consultant Conrad Hills on 0171-253 7172 during office hours or on 0181-542 3724 evenings and weekends. Alternatively, write with full career details, quoting ref. 707, to him at JM Management Services Limited, Clonson House, 12-14 Berry Street, London EC1V 0AQ. Fax: 0171-253 0420. E-Mail: [jma@clonson.co.uk](mailto:jma@clonson.co.uk)

All agency enquiries should be directed to JMMMS.

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Citymax has been retained by Credit Suisse to provide all IT services for its Treasury operations, and opportunities now exist for high quality financial services professionals.

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Please contact Philip Wright

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Please contact Brian Jarvis

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Please contact Ian Dodd

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## MANAGEMENT

## Foreign culture shocks

When a manager fails to cope with a foreign assignment, the cost to the individual and employer can be vast. Yet very few companies in the UK and Germany give adequate preparation and support to staff sent abroad, according to a study published today.

Most companies in the UK and Germany still treat foreign assignments as if they were sending their managers to Birmingham or Düsseldorf, says Elisabeth Marx, head of International Assessment and Consultancy at NB Selection, which wrote the report.

Most companies in the UK and Germany do not consider the individual's ability to adapt to another country, but base their selection purely on technical ability. Only 20 per cent of UK companies and 18 per cent of German companies assess the potential of their managers for international assignments.

"Softer" psychological issues such as cultural sensitivity, flexibility, emotional stability and tolerance of ambiguity are rarely evaluated. Moreover, cross-cultural training to improve the understanding of different customs and attitudes is offered by fewer than half of the UK and German companies.

The report found striking differences in attitudes to managers when they returned from working abroad. Only 36 per cent of UK companies guarantee British managers a job on their return, compared with 90 per cent of German employers.

The biggest problem for UK companies was the failure of managers to adapt to the new culture, whereas the reverse culture shock of repatriation was an issue for German companies.

The survey, which involved 92 UK and German companies, was published by the Anglo German Foundation for the Study of Industrial Society.

**Vanessa Houlder**  
International human resource practices in Britain and Germany by Elisabeth Marx. £7. Available from Anglo-German Foundation Book Sales, BEBC Distribution, 13 Aldon Close, Parkstone, Poole, Dorset BH12 3YD.

When Brian Davies became managing director of short-lived Kenya Airways, he realised he would have to draw on more than just experience to transform the African loss-making state carrier.

A former general manager at British Airways, Davies, together with Malcolm Naylor, the current finance director, and Des Betherington, who has since left the airline, had been part of Speedwing, the British Airways consultancy that carried out a 1992 study of the airline and recommended plans for its revival.

The consultancy team had found an airline on the verge of collapse. There was little cost control, which had contributed to the growing losses which hit \$50m (\$33m) in 1992: senior management posts were awarded on the basis of political affiliation and tribal loyalty with the result that the management hierarchy not only mirrored that of the Kenyan civil service but could have been a case study of the country's social structure.

The board of the company, chaired by the late Philip Ndegwa, a former governor of the central bank of Kenya, subsequently asked the Speedwing team to take over the running of the company and prepare it for privatisation.

Looking back over the last four years, Davies, who prides himself on having a direct but firm management style, says it has been a turbulent but interesting flight. As expatriates they have had to face the additional problem of a press campaign that labelled them "white colonialists".

One of the first things Davies had been warned about was the local custom of never doing anything on time. Arriving an hour late is not always considered rude.

"I have a personal fetish about time and I was warned that you can't do things on time in Africa. Having decided on times of meetings, he would lock the doors to the meeting room and start without the late-comers. Initially this led to meetings with only around half the number of senior management staff but as he says, "the late-comers were soon embarrassed. It worked."

Management's new promptness clearly percolated through to operations, where the airline's poor record of flight departures was a constant issue. Today, he says with pride, "around 90 per cent of flights leave on schedule and around 85 per cent within 15 minutes of the set departure time. This made me determined to show that other things could also be tackled."

Another target was staffing. The new team arrived after some 900 people had already been laid off, easing the burden of the staff reorganisation. Yet given the tribal tra-

## Flight to revival

Joel Kibazo reports on Kenya Airways' turbulent path to privatisation



Brian Davies: "Everyone was able to see we had not based this on tribe or politics"

ditions it still proved to be one of the most sensitive operations. The management asked employees to resign and re-apply for their jobs.

The reorganisation was complicated by the company's six-tier management structure. Naylor remembers: "I could not ask for a file without the message having to be passed down a chain of six people. It was crazy but that is how things had always been done here. You have to understand that in this culture position and seniority are very important."

Following the review, the management was streamlined to three tiers, with each manager given specific tasks and budget responsibilities together with spending targets. Nine managers, said to have owed their positions to political or tribal affiliation, were sacked. But Davies

says the review brought a new confidence to the staff. "Everyone was able to see we had not based this on tribe or politics."

Over the last four years the staff has fallen by a further 400 to 2,300 through a voluntary redundancy scheme, the first such scheme in a Kenyan state-owned company. Losses were reduced to \$30m in 1993 and in 1994 the airline recorded its first profit, \$7m, which rose to \$17m last year. In 1994, the government assumed responsibility for all the airline's external debt arrears of about \$82m and converted \$33m owed to it into equity. Profits this year are expected to be ahead of the \$22m expected by analysts.

Most of the changes in the first year were carried out against a background of a local press campaign against the new management.

As the management came from the UK a commonly held view was that it was simply preparing the carrier for sale to British Airways. The more enterprising reporters published the management's hotel bills. Davies admits that at times he wondered what he had let himself in for. "But in the end I knew we had a job to do and I wanted to see it through." He says a Time Manager International (TMI) course early on in his career at British Airways, which emphasised putting people first, had been useful.

He moved to introduce some elements of TMI into courses he organised at Kenya Airways. "If you show you value the employees then they too will treat the customers with the same care and attention."

While arranging a course he discovered that 75 per cent of his staff had never been on an aircraft. "This meant that they simply had no idea of what we were about." A lunch aboard an old Boeing 707 aircraft was quickly arranged.

It would have been difficult to usher in so many changes without friction and Davies does admit to a number of misgivings. "People misunderstood our open management style. We called each other by our first names and openly argued about a point. Here, they observe niceties and people were offended by our way of discussing things. It was an Anglo Saxon way of doing things." It took a word from the then chairman to highlight the error of the new team's ways.

Davies also says he underestimated the effects of tribal allegiances. "We would say we are only interested in the Kenya Airways tribe. But in fact we were ignoring reality. Tribe is a powerful aspect here that cannot be ignored. For example, people find it difficult to discipline someone from their own tribe. Things are getting better but we have had to learn to live with that factor."

Last year, the Kenyan government invited international carriers to take a stake in the airline. In January KLM, the Dutch national carrier, announced it had taken a 36 per cent stake. The management is now engaged in a series of briefings for international and local investors ahead of next week's flotation of 48 per cent of the company's shares, to be quoted on the Nairobi stock exchange. The government will retain a 23 per cent holding while 3 per cent of the shares will be used for an employee share ownership scheme.

Those expecting Davies to bow out of the company he has transformed have been wrong footed. He and Naylor have just accepted a two-year extension to their contracts. "The last three years have been challenging. The next two years will be ones of fun as we enter the growth stage."

## Death of a salaryman dream

Emiko Terazono on the rise in middle-aged Japanese suicides

Seppuku, the ritual disembowelling by Japan's feudal warriors to preserve their honour may be a thing of the past. But an increasing number of the country's corporate samurai are being driven to voluntary death by a flood of corporate scandals and the push for restructuring among companies.

Although work-related suicides have long been a problem in Japan, the number of office workers taking their own lives is rising. According to the National Police Agency, suicides by men between the ages of 40 and 60 totalled 6,296, rising 13.7 per cent in the last five years.

Some psychologists claim that the increase in middle-aged suicides, a trend seen in industrialised societies in the west, reflects the fact that Japan's social problems are becoming more like those of a developed country. Until recently the country saw high suicide rates among the elderly and those aged less than 25 years. However, others argue that the phenomenon among salarymen, or office workers, is typically Japanese - caused by excessive loyalty to one's company or organisation.

The recent spate of suicides by officials working for companies embroiled in public scandals appears to be cases of loyal workers driven to the brink by non-stop work. In the end, they chose to sacrifice their own lives to overcome disgrace and attain public forgiveness. "With many middle-aged salarymen, their loyalty is such that they feel responsible and take it on themselves," says one Japanese psychiatrist.

The death of Shigeo Nishimura, an official at the state-owned Power Reactor and Nuclear Fuel Development (PNC), the nuclear reactor operator involved in a cover-up of a leak at the country's newest nuclear reactor, is a case in point.

Nishimura was responsible for investigating fellow employees of PNC involved in the cover-up of a sodium cooling agent leakage at Morqu, the country's experimental fast breeder reactor. He was said to be tormented by failure to get to the bottom of the case and by

the harm his inquiries would do to colleagues and the government corporation for which he worked for 28 years.

Lifetime employment, where a worker spends his career in one company, has contributed to stronger ties between the company and the employee than seen in the west. "Workers look to the company rather than their families or other activities for self-fulfilment," says Makoto Natsume, a psychiatrist based in Osaka, who counsels stressed office workers.

Meanwhile, the pressures of corporate restructuring are also driving middle-aged salarymen to death. "Changes of the environment which surround companies are creating a lot of stress for office workers," says Natsume. According to a survey by a hospital in Tokyo, more than 70 per cent of men in their 40s and 50s who come in for treatment for depression express the desire to commit suicide.

Until recently, the goals of corporations and employees coincided. Workers were rewarded for loyalty and hard work by a rise within the hierarchy, while corporations saw higher profits.

However, the cosy relationship has started to cool as companies have come under pressure to cut costs. Companies are reassessing the labour structure, and middle-aged salarymen, many of whom sacrificed their family and private lives for the company, have been the most affected.

The sense of betrayal has been heightened by the fact that middle-aged workers to cut costs. Workers in their 40s and 50s have become a large cost burden to companies because of seniority payment, where the number of years spent in a company determines a worker's salary.

To counter the rise in work-related stress, counsellors and medical specialists are advising a total change in values: they are telling workers suffering from stress to try to rebuild their lives outside the company.

"Salarymen have to realise that their own dreams and those of the company are no longer the same," says Natsume.

## CONTRACTS AND TENDERS

## CROATIAN INSTITUTE FOR HEALTH INSURANCE

Headquarters, Margaretska 3  
10000 ZAGREB, CROATIA

Phone: 385-1-425-666/97 Telefax: 385-1-423-012

Based on the Article 5. of the Regulation on the procedure on the Procurement of Goods and Services and Contract Awarding (Official Gazette of the Republic of Croatia No. 13/95) and Decision on Invitation of Public Bidding for Selection of the most competitive Bidders for Drugs (Class: 025 - (44/95-01/12, Reference No. 338-11-45-1, of March 28, 1995) the Croatian Institute for Health Insurance invites for

## PUBLIC BIDDING

for selection of the most competitive Bidders for Delivery of Vaccines for Annual Requirements in Republic of Croatia in 1996

The Public Bidding calls for the selection of the most competitive Bidder for delivery of Vaccines for Annual Requirements in Republic of Croatia

VACCINE	QUANTITY DOSES
AGAINST TUBERCULOSIS BCG - live attenuated	200,000
AGAINST INFLUENZA - fragmentarily	150,000
HEPATITIS B	10,000
POLIO (live orally)	220,000

The Bidders can be legal entities registered for production and/or trade distribution of Vaccines specified in Article 1 of this Bidding in the Republic of Croatia or abroad.

The Bid should include:

1. Document on Registration
2. Authorisation for Representation for Foreign Producer
3. Statement of Acceptance of Bid
4. Bank Guarantee for Bid Security
5. Schedule of Delivery of Vaccines per annum
6. Terms and Mode Payments

The Bidding Documents can be obtained from March 25 1996 from Croatian Institute for Health Insurance 2nd Floor, Room 16, Margaretska 3, Zagreb, during working hours from 10:00 till 14:00 against the evidence of the payment of USD 100 in favour of Croatian Institute for Health Insurance, Margaretska 3, Zagreb to the foreign currency account kept with Privredna Banka Zagreb d.d., Zagreb No: 30101-620-37-7022-0662800-3838 or equivalent in HRK at the medium rate of National Bank of Croatia effective on the date of the payment to the giro account No: 30102-440-608.

All Bids together with the Bank Guarantee for Bid Security amounting to 1.5% of the aggregated value should be delivered by April 25 1996 10:00 at the following address:  
Croatian Institute for Health Insurance Headquarters 2nd Floor Room 13 Margaretska 3 10000 Zagreb Croatia

in a closed and sealed envelope labelled "BID FOR VACCINES 1996" and "DO NOT OPEN"

Only Bids submitted by the time and the date specified in this Bidding and with duly completed Bid Documentation will be taken into consideration.

Bids delivered after the specified period will not be taken into account.

Bids will be opened in the presence of Bidders' Representatives by the Commission for Opening and Evaluation of Bids in the premises of Croatian Institute for Health Insurance, 2nd Floor, Conference Room Margaretska 3, Zagreb.

Bidders will be informed of the Date of the Bid Opening on time.

## HZ-HRVATSKE ZELJEZNICE (CROATIAN RAILWAYS)

Zagreb, Mihanovicева 12

By virtue of the By-law on the procedure for the purchase of goods and services and awarding of contracts (Off. Gazette no. 13/95 dated 28th February 1995) announce:

## BID INVITATION

for the supply of herbicides (weed killers) to check plant growth along Croatian railway tracks

The subject of supply shall be herbicides with the active substance content as follows:

1. PICLORAM 240 G/L 10,000 litres
2. GLYPHOSINATE-AMMONTUM 200 G/L 10,000 litres
3. IMAZAPIR 250 g/l 20,000 litres
4. GLYPHOSATE 480 g/l 20,000 litres

The Bid is to comprise:

- the bidder's name and address
- Companies
- name of the herbicide - active substance
- price of delivery CIP Zagreb
- delivery times
- option.
- excerpt from the Register of
- quantity
- terms and conditions of payment
- packaging (in 200-litre drums)

The Bids shall be accompanied by:

- a declaration (instructions for use, chemical composition of herbicides, etc.)
- a guaranty in the amount of 3% of the bids value.

Preference in the choice of bidders shall be given to those offering more favourable terms and conditions of payment.

In the comparison of evaluated bids, domestic preference will be applied.

The successful bidder shall be requested to provide a performance bond in the amount of 10% of the purchase order value.

Bids for these herbicides shall be considered for which a license for marketing and use in the Republic of Croatia has been obtained.

Bids shall be submitted to:

HZ-HRVATSKE ZELJEZNICE  
Mihanovicева 12, soba 30 (room 30), prizemlje (ground floor), 10000 ZAGREB

The deadline for the submittal of the Bid is 9th April 1996. Only the bids which will reach the above address on the above deadline date by 12 am will be taken into consideration. Bids shall be submitted in a double-sealed envelope, personally or by registered mail. The outer envelope shall bear the name and address: HZ - Croatian Railways, Mihanovicева 12, Room 30, Zagreb, with a note:

"DO NOT OPEN - THE BID FOR HERBICIDES" "NE OTVARATI - PONUDA ZA HERBICIDE"

The inner envelope shall bear the bidder's name and address only and shall contain the Bid, so as to enable the receiver to return the belated Bid without opening the envelope.

The Bids shall be written in the Croatian or English languages.

Untimely Bids shall not be considered and shall be returned to the sender unopened.

The public opening of Bids will take place on 10th April 1996 at 10am hours on the premises of HZ - Croatian Railways, Mihanovicева 12, Room 184, Zagreb and shall be carried out by the Commission for the bidding process.

The opening of the Bids can be attended by the bidder's authorized representatives.

The result of the Bid invitation will be notified to the Bidders within 30 days after the opening of Bids.

For any additional information please contact fax: 385/0145 77 597.

HZ-CROATIAN RAILWAYS  
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Potential purchasers should contact Gordon Blair by fax on 0171 383 2389 or by letter to the following address:

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Acre House, 11-15 William Road, London NW1 3ER

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## FINANCIAL TIMES

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Friday March 22 1996

## The ins and outs of Emu

No question raised by European economic and monetary union is more contentious than how currencies initially outside the Euro should be related to the euro. It is not as important as often supposed. But it must be resolved.

The political impetus behind the demand for tight discipline on outsiders comes from potential insiders, principally France. A particular target of its animosity has been Italy, whose currency depreciated by 38 per cent between September 1992 and April 1995. In response, the government of Mr Jacques Chirac is demanding that Italy should return to the exchange rate mechanism.

Such complaints are a concern because they may lead to illegal erosion of the single market. It is questionable, however, whether anyone has pursued "competitive devaluation". In Italy's case, for example, the depreciation of the lira was a by-product of a fiscal crisis that was far more threatening to Italy than the devaluation was to anyone else.

The serious questions are, first, what obligations do European states owe their neighbours and, second, how best should such obligations be implemented.

The most important part of the answer is that big countries should pursue stable, non-inflationary growth in nominal demand. The implication is that obligations are reciprocal. If, for example, peripheral countries are to peg exchange rates, core countries must stabilise their economies.

In the 1990s, however, the latter failed to deliver on their side of the bargain, which is the main reason that exchange-rate arrangements proved so fragile.

The other reason for this fragility was that some countries made a mess of domestic policies, particularly fiscal policies. This provides the second part of the answer: at least for large countries, fixing the exchange-rate will not manage to wage the domestic policy dog.

The final part of the answer is that exchange-rate arrangements must be feasible and acceptable. The European Central Bank is, for example, unlikely to accept an open-ended commitment to support the currency of an economy in deep structural difficulty, which is precisely the sort of currency that needs support. In practice, any pegging to the euro will have to be unilateral and credible.

For countries unable to enter Emu, that almost certainly means continuation of the 15 per cent divergence bands. The most interesting case is then that of countries, such as the UK, that may choose to stay out. In practice, an exchange-rate peg is unlikely to add much to a commitment to domestic stabilisation because it would have little credibility. The best rest of the EU can hope for from the UK is domestic stability. Not only have they every right to demand this, but the UK has an equally strong obligation to deliver.

## A tortuous route

No-one could accuse the government of producing an elegant formula to break the impasse among Northern Ireland's political parties over the form of elections to the proposed new constitutional forum in the province.

The complicated combination of a constituency-based and a list-based electoral system represents the lowest common denominator among the competing models proposed by the parties. Its only saving grace appears to be that, despite the impenetrable arithmetic, voters will have to put only one cross on the ballot paper to choose the 110 representatives.

Predictably, the government's formula produced criticism from all sides. The Ulster Unionists voiced scorn at its complexity, while the nationalist SDLP has formally still to decide whether it will participate. But if the government has sometimes been less than adroit in its handling of Northern Ireland in recent months, the latest scheme probably offers the best way forward in spite of their irritation. The main political parties have no credible excuse to boycott the poll.

Mr David Trimble, the Ulster Unionist leader, demanded the elections in the first place, while Mr John Hume, the SDLP leader, will find it difficult to block the only available route to the all-party negotiations he has so persistently demanded. If those negotiations begin as planned on June 10, the mechanics of the election will hardly matter.

Mr John Major, the prime minister, was also right to emphasise that the remit of the forum will be strictly limited. It will provide a useful base from which business, church and community leaders can reinforce the overwhelming desire in the province for peace, but its principal function will be to provide the negotiating teams for the all-party talks.

There are other unresolved issues. The London and Dublin governments must reach a final decision on whether to hold simultaneous referendums in the north and south of Ireland to underline the commitment of the electorate to peaceful negotiation. Mr Major is justifiably sceptical. The parties must also agree a set of ground rules to ensure that the talks do not immediately run into a series of roadblocks.

The more serious question mark hangs over Sinn Féin, the IRA's political wing. Mr Major rightly reaffirmed that, while Sinn Féin can participate in the elections, its entry to the subsequent negotiations is conditional on a restoration of the IRA ceasefire.

There are few grounds for optimism on this latter point. Mr Major has gone as far as he can, and should, go towards accommodating the republican movement. The signs, though, are that the IRA is more concerned with avoiding internal splits than with lasting peace. That leaves a still heavier responsibility with the constitutional parties to show that negotiations can lead to an equitable political settlement - however tortuous the route.

## Persson's power

Mr Göran Persson, who was confirmed yesterday as Sweden's new prime minister, is clearly a man who revels in a challenge, and in the exercise of power. His record as finance minister of the Social Democratic government for the past 18 months has been impressive, as he steered the economy back from the brink of financial collapse. His tough budget measures cutting back welfare benefits and curbing the public sector deficit have gone far to restore the country's battered reputation on international financial markets.

Yet the challenge he faces today is undiminished. He has to revive economic growth in order to reduce an unemployment rate which is now stuck at more than 12 per cent. And he has to persuade his party that to do so he must continue to cut back on bloated state spending, even if that means sacrificing precious features of Sweden's once-vaunted welfare state.

Total government spending as a proportion of gross domestic product remains far above that of the rest of the industrialised world. As finance minister, Mr Persson succeeded in reducing it from a peak of 72.5 per cent in 1993 to a forecast 64.9 per cent this year. Thanks to still swelling taxation, government revenues should amount to 52.6 per cent of GDP, leaving a deficit of some 5.3 per cent to be financed. That is why, in spite of a string of rate cuts

from the central bank in recent weeks, Sweden still has a real interest rate of 6 per cent.

Belying his reputation for budgetary rigour, Mr Persson shook the financial markets again in January when, in an apparent attempt to woo trade union support for his leadership bid, he promised to boost unemployment and sickness benefits from 75 to 80 per cent of salary levels in 1998. It was a disturbing sign that he may have to do more to please all factions in his party as prime minister than he did in the finance portfolio.

Social Democrat reformers know that a rethink of government policy means cutting back welfare benefits, improving labour market flexibility (to make it easier for employers to hire and fire) and promoting entrepreneurship. Those are the policies Mr Persson needs to embrace if he is to reduce the dead weight of government spending, encourage growth, and curb unemployment.

Significant numbers in his party believe such policies are being forced upon them by membership of the European Union, and the government's commitment to quality for membership of economic and monetary union. The result has been an upsurge in Euro-scepticism. The truth is that such policies would be essential to restore the health of the Swedish economy, whether the country were in the EU or outside it. They require Mr Persson to stand firm.



## A farmer's nightmare

Deborah Hargreaves on the crisis for UK beef producers over links between mad cow disease and human illness

Mr Richard Howells, a beef and sheep farmer on the hills above Port Talbot in Wales, was looking at the loss of a quarter of his annual income yesterday as he contemplated the latest scare over BSE or mad cow disease.

The government's statement on Wednesday, officially linking BSE with its human equivalent Creutzfeldt-Jakob disease for the first time, has thrown the meat industry into turmoil.

"It's a costly business rearing cattle. We'll have a lot available for sale through the summer and I can't see they'll make any reasonable price," said Mr Howells.

Cattle prices in Mr Howells' local market at Camarthen had dropped by £100 to £180 per animal yesterday morning to around £700, although very few were sold as traders anticipated a collapse in consumer demand.

At least one supermarket told its suppliers yesterday that it was suspending beef purchases. Export orders dried up almost overnight with many countries, such as France, Belgium and Sweden, banning all imports of British beef and live cattle.

"There's been an immediate reaction from all over the world. We've had phone calls from South Africa and Zaire putting orders on hold and questioning the safety of the beef already en route to them," said Mr Nik Askaroff, managing director of the ADM group, Britain's biggest exporter of boneless beef.

A loss of public confidence resulting from the latest scientific advice on BSE - Bovine Spongiform Encephalopathy - could prove catastrophic for Britain's meat industry. Farmers fear that the loss of sales, worth almost £4bn a year at the retail level, could mean the end of many of the 115,000 jobs directly connected with cattle farming and meat processing.

Around half of Britain's farmers derive some of their income from beef production. They are calling for more assurances from the government that will keep the public eating beef. "We are asking the government: 'Can you quantify the risks of eating beef and put them into perspective compared with other everyday risks that we all take?'" said one farmer.

The problem for farmers is that the government's scientific advice is not clear cut. The independent advisory committee set up by the government to study BSE reported that a new strain of the fatal brain disease, CJD, had been identified in 10 recent cases among teenagers and young adults, but it could not prove a definite link with BSE.

Mr Stephen Durrell, health secretary, stressed yesterday that the advisers were only pointing to a possible link. It could take as long as two years before clinical trials amass enough evidence to prove or disprove a definite connection between CJD and mad cow disease.

"Any production industry faced with that degree of uncertainty over such a long period would be very concerned," said Sir David Nisbet, National Farmers' Union president. Farmers have been here before. After BSE controls were instituted in 1988 following a spate of cases two years' earlier, cattle prices dropped by 45 per cent. Some meat processing and exporting companies were forced out of business by an international embargo on imports of British beef, and farmers faced financial difficulties. It took at least six months, a series of government safety measures and many public reassurances before beef demand began to recover.

The BSE epidemic was believed to have arisen from changes in the 1980s to the procedure for making meat and bone meal which was subsequently incorporated into cattle feed. It is thought that the change in temperature used in the rendering process allowed scrapie, a sheep disease similar to BSE, to pass into cattle feed through infected sheep tissue.

In 1988, the government banned the use of slaughterhouse waste and rendered down sheep in cattle feed and ordered the slaughter of all livestock infected or believed to be infected with BSE. Since then there has been a decline in the incidence of BSE to 12,245 cases last year, compared with 36,581 at the peak of the epidemic in 1992.

However, the number of cases in the UK still remains higher than in other countries, where there have been occasional sporadic outbreaks of the disease.

The government has progressively tightened BSE controls and taken measures to ensure that organs implicated in the disease do not find their way into the food chain. This means that brains, spinal cord and other potentially infectious offal must be removed from meat at the slaughterhouse.

Last year, the government's inspectors found that these measures were not being applied stringently at all abattoirs. Mr Douglas Hogg, agriculture minister, said this week that the inspections procedure would be made even more rigorous.

Ministers say they are prepared to take whatever measures are necessary to secure the public health. Evidence of this is that they are thinking the unthinkable in farming terms and considering the possibility of destroying all 11m beef and dairy cattle in the UK.

Mr Hogg estimated yesterday that this could cost up to £200m in compensation claims, loss of sales, the costs of importing beef and the knock-on effect among food companies and meat processors.

The government's scientific advisory committee is likely to consider again the possible destruction of the entire herd when it meets this weekend to discuss whether children should continue to eat beef.

"This would be a catastrophic blow. It would be a great sacrifice for the 100,000 farming families involved in beef production," said one NFU official. The union says it would certainly ask the government to provide compensation for losses involved.

Sir David says that the issue of compensation is not uppermost in many farmers' minds while they seek to restore public confidence in beef. But he plans to raise the issue

at meetings today with ministers.

There are mechanisms in place as part of the European Union's Common Agricultural Policy to support the market if prices collapse. Once the price falls to a certain level, intervention buying of beef would be triggered. This beef is kept in EU cold stores until the market recovers or until it can be sold outside the EU.

EU intervention stocks have dwindled in the past year as production has gone down and prices have gone up. British intervention stocks have almost run out. This is partly due to a rise in the export market for British beef which has almost doubled in the past five years to 277,000 tonnes last year, partly due to the weakness of sterling.

Until the EU decides on its collective advice over British beef, other countries are likely to put in place emergency bans which could have a long-term effect on British trade.

British farmers feel their industry has been under siege in recent years, with BSE scares persistently resurfacing. They have also faced widespread public protests on animal welfare issues, notably the shipment of British calves to the continent for rearing in veal crates.

Environmentalists say the tide may be turning against modern intensive farming methods. "We need to question what we've been doing over the past 30 to 40 years. We've created very intensive production methods which are not good for animals and are proving to be not good for humans either. It is time for a thorough-going review of Britain's farming industry," said Mr Peter Stevenson from Compassion in World Farming.

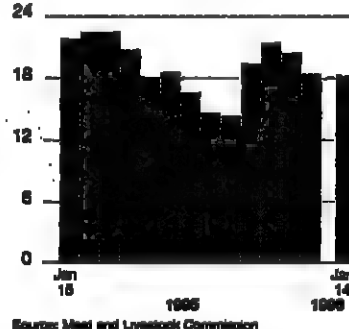
Consumer organisations have criticised the government for appearing complacent on BSE and appearing to defend farmers rather than stick up for consumers. "The Consumers' Association said the government had failed to ease public fears about the safety of British beef. It called for clear labels on meat products to show what was used in them. 'We've asked the Ministry of Agriculture time after time to introduce clear labelling on all meat products and they've passed the buck to Europe,'" it said.

The ADM group's Mr Askaroff fears that the sort of labelling to reassure consumers will mark beef as being imported. "Supermarkets will slap imported on beef, and the public will see that as a safety label which will end up killing the British beef industry," he said. Farmers are confused and worried over the latest threat to their livelihoods. "I'm very sad and frightened. People are panicking and if they decide to slaughter all our cattle, the implications are astronomical. They can't just do away with an industry like that," said Mr Howells.

## The changing market for meat

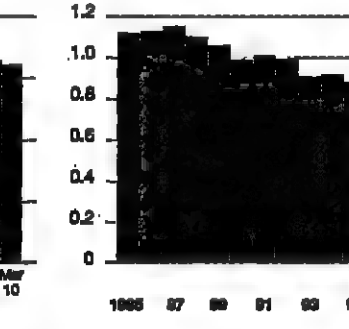
GB household beef consumption

(000 tonnes) 4 weeks ended:



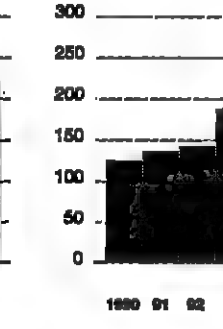
UK beef and veal consumption

(million tonnes)



Exports of beef

(000 tonnes)



Sources: Meat and Livestock Commission

## OBSERVER

## Boom to bust, in easy steps

When Frank Vogl and Jim Sinclair were writing their new book, *Boom: Visions and Insights for Creating Wealth in the 21st Century*, they had a lot of their recommendations on their own experience of building a multinational enterprise - Sutton Resources.

Sutton, which is sitting on 3.5m ounces of gold in Tanzania and the pounds of nickel, is a small west Canadian mining stock which wants to become a global player. It always seemed an unlikely role model.

But Vogl, who used to be head of public affairs at the World Bank, and Sinclair, a former Wall Street gold bug, persevered and have knocked together a blueprint which readers can use to take full advantage of an economic boom which could last for 30 years.

We are talking mega-trend stuff here. There are chapters on China's Emergence as a Super Power, Entrepreneurial Vision, and A Global State of Mind. However, Observer particularly likes the final chapter on Practising What We Preach.

"If the judgements and perspectives we have outlined in this book are wrong, then it will not be difficult for the public at large to see the results," argue the two entrepreneurs. Indeed, the acid

test will be the evolution of Sutton Resources.

Hence, Observer was more than a little disturbed to find that Vogl has stepped down from the Sutton board after a nasty boardroom row, and Sinclair, who has been deposed as chairman, is waging an increasingly acrimonious proxy battle to regain control of his company.

Plenty of room for a follow up tome on why waging proxy battles for control of public companies is the price you have to pay for global success.

Boom, boom.

## Downhill racer

The new communications adviser to French prime minister Alain Juppé is evidently making his mark.

Last Sunday, the PM's worthy words during a prime-time television interview slot were barely noticed. All attention and subsequent press commentary focused on his softer, radiantly smiling image.

On Monday, responding to criticism that he is not sufficiently "among the people" - and that he spends far too much time in elitist Paris - Juppé headed south for Bordeaux to attend the premiere of a new film in the town, where he somehow finds time to be mayor.

And yesterday, he was lurching (amidst much media attention) with Luc Alphand, the French

skiing champion in the Alps.

That was perhaps not such a good idea. If Juppé has demonstrated his abilities in one area over the last few months, it is how to descend rapidly downhill - in the popularity stakes, at least.

## Heavy flotation

Swedish financiers are not exactly masters of subtlety. If the current flotation of Scania, Sweden's heavy truck company, is anything to go by.

Rather than placing in the banks selling the shares some colourful posters, or some nattily illustrated brochures of trucks, they have gone for a rather more mainstream marketing tactic - parking the 16-tonne monsters outside.

## Italian ski lift

World sport is hoping to be hit by a wall of money as media companies, sponsors and the rest struggle ever more bloodily to poach a slice of the action. If so, we can expect more dust-ups between sports stars and media hounds.

Yesterday, the father of Italian skiing star Alberto Tomba slammed the Italian media for putting "unbearable pressure" on his son, and said the Olympic hero had karate-kicked a photographer only after extreme provocation.

"In these circumstances, I am certainly not going to be the one to

encourage Alberto to carry on asking," Franco Tomba said. "He never has a moment's peace. He is besieged, hunted... Reporters are all over him, the photographers pursue him and everything he does is a scandal."

An Italian photographer has accused Tomba of assault, and said he filed a complaint with police on Tuesday after the Olympic and world champion allegedly felled him with a karate kick as he left a party in Florence.

The Italian photo-reporters' association, AIRF, has invited its members to boycott Tomba. "Don't photograph Tomba any more, in private, in public - not even on the slopes," it warned.

Sounds like bolting the stable door after the horse has kicked it to pieces.

## Fiery furnace

A Polish journalist recently got the ultimate assignment, an interview with Lucifer.

The Devil obligingly gave the scribbler a guided tour of Hell, showing the cauldrons of boiling oil containing sinners, from which they were prevented from leaving by minor devils armed with pitchforks.

Then the reporter notices one cauldron has no guards, and asked Lucifer why. "Oh, the Poles are in that one. We find they don't need guards. If one tries to get out, the others pull him back in."

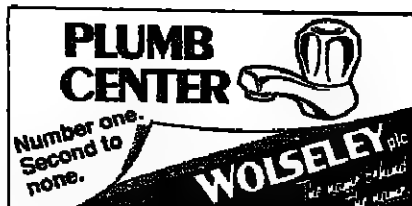
## Financial Times

## 50 years ago

Argentina after the election Argentina, in common with most Latin American republics, is experiencing conditions of acute monetary inflation. The situation in this respect was serious enough a year ago, when the Government was paying lip service to its determination to bring inflation under control by recourse to all the orthodox anti-inflationary expedients. In the absence of any effective action in the interval, however, and indeed, mainly because of steeply increased Government spending throughout 1945 and a whole series of Government decrees that were directly inflationary in their effects, the situation has now become more serious and is inspiring well-founded fears in responsible sectors of Argentine opinion.

Growth of Jo'burg Exchange Mr A.D. Viney, the retiring chairman of the Johannesburg Stock Exchange, stated that the membership to-day stands at 232, including members at Cape Town, Durban, Pretoria, and other centres, of whom 200 have taken out trading licences. Regarding the proposed Stock Exchange Bill, Mr Viney said "the original draft was based on the report of a departmental committee, and came as a shock owing to the restrictions embodied being greater than those placed on the London Stock Exchange."





# FINANCIAL TIMES

Friday March 22 1996

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## Swedish pipe maker urges break-up of Euro 'cartel'

By Hugh Carnegie in Stockholm and William Lewis in London

Powerpipe, the Swedish pipe maker, yesterday called for early action to break up a suspected cartel within the European district heating industry.

The company, which is not part of the suspected cartel, said that its executives had felt intimidated by the actions of the alleged market-fixing ring.

The Financial Times yesterday disclosed that European Commission investigators suspect the alleged members of the cartel - including ABB, the giant Swiss-Swedish engineering group - of organising reprisals against Powerpipe.

Mr Claes Wachtmeister, owner of Stockholm-based Birka Business Development, the company that owns Powerpipe, said: "At times it has been a nightmare for myself and my executives. We have felt under intimidation and we have been advised to increase security at our offices and homes."

The Commission said yesterday: "None elements that our inspector brought back (after the raids) seem to indicate something not in line with competition poli-

cy. We might be able to say more about the file in the summer or the beginning of the autumn."

ABB said the European Union had sent it a letter informing it "of these allegations and asking questions about the subject as is normal procedure in suspected cases like this". It went on: "ABB will fully co-operate with the EU authorities on this issue."

ABB also said the Commission's investigation, which has been going for a year, "concerns a multiple of companies, among them ABB". Revenues from district heating, it said, represented a small proportion of the company's total annual revenues.

Mr Wachtmeister called for the suspected cartel to be broken up immediately. "We have been under constant attack by the cartel since we first joined the market eight years ago and the pressure on us has not decreased in spite of the Commission's dawn raids," he said.

He noted that ABB said yesterday the company had strict rules about always obeying the law. "I'm extremely surprised that ABB does not comply with their internal rules they have apparently set up."

Powerpipe, which is based outside Gothenburg, has built up a strong position in its home market, with a market share of over 30 per cent. It has also won big contracts in Germany, Poland, Russia and as far afield as China.

But Mr Wachtmeister said it had run into concerted attempts by the suspected cartel at every stage to force it to join the cartel or to squeeze it out of markets.

"The more we win business, the more they get mad," he said. "One of their methods is organised price dumping to get us out. In Sweden, after the 25 per cent devaluation of the krona in 1992, prices fell, despite the manufacturing costs of our main rivals in Denmark rising in comparable terms. When we went into the market in Finland in 1992, prices fell by 40 per cent."

A letter written by the Commission and passed to the Financial Times said documents seized by investigators showed that "members of the suspected cartel possibly threatened a collective boycott on both Powerpipe's suppliers and customers, in order for them to break their business connections with Powerpipe".

## Russia to sell \$500m in bonds to foreign investors

By John Thornhill in Moscow

Russia will this month attempt to sell \$500m of high-yielding state bonds to foreign investors, indirectly helping to fund President Boris Yeltsin's promises to increase social spending before presidential elections in June.

The sale will give international investors far wider access to the previously restricted and high-yielding Russian Treasury bill (GKO) market, although the bonds will be designed for foreigners and offer a lower yield than the domestic market.

The placement of bonds, marketed by Merrill Lynch, the US investment bank, will help the Russian government fund its spending commitments without reverting to its old practices of printing money and fuelling inflation.

Some analysts suggest the central bank's GKO issue has come close to exhausting domestic sources of capital and it has little option but to open the market to foreign participation. Annualised yields on six-month GKO's rose to 115 per cent at Wednesday's auction, reflecting low demand from domestic investors.

"This very steep climb in yields reflects a lack of liquidity as much as concerns about the presidential elections," one market analyst said yesterday.

The GKO market's nominal value was \$130m at the end of 1995, helping the government cover 94 per cent of its budget deficit. Some economists have expressed concern about the sustainability of the market's expansion given such an astronomical cost of borrowing.

But the central bank argues the market is still comparatively small by international comparisons. At the end of last year, the government's indebtedness in the GKO market stood at 4.3 per cent of GDP - considerably less than in most developed nations.

Government ministers have nevertheless openly fretted that too many banks have diverted funds into the government bond market rather than investing in the productive economy. This has led to limited attempts to open up the GKO market to foreign investors in Moscow and drive down yields.

Some Russian banks have opposed the entry of foreign investors, fearing too sharp a fall in yields would undermine their own liquidity. Some cash-strapped Russian banks have 90 per cent of their assets tied up in government bonds.

The GKO instrument offered to foreign investors will be a one-year bond likely to give an annual return of about 15 per cent. This represents a considerably lower return than that available to Russian GKO investors but is seen by the government as a sensible "halfway house".

## THE LEX COLUMN

### Smoke screen

Litigation has cost the world's leading tobacco companies nothing but lawyers' fees, but the impact on stock market valuations has been enormous. So there is no surprise that the industry is looking for ways to cap its exposure. The price/earnings ratios of Philip Morris and BAT Industries are about 30 per cent lower than their respective markets because of concerns over US legal cases against them. And this is at a time when emerging markets are boosting profits from cigarettes, which would normally point to a rating. This discount amounts to a \$22bn shortfall in market capitalisation for Philip Morris and \$7bn (\$10.7bn) for BAT. There is a lot at stake.

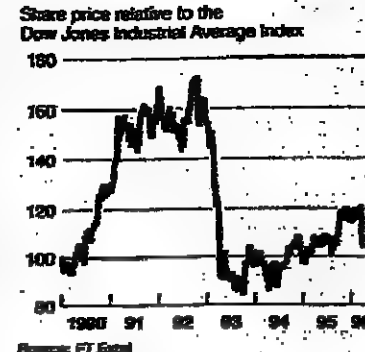
The idea that cigarette companies could agree to a US government levy in exchange for immunity from prosecution would be a mutually beneficial solution. But it is hard enough to see a consensus of federal and state governments and the judiciary being formed, let alone the myriad of tobacco lawyers giving up the possibility of pounds of flesh. Moreover, any push by the tobacco companies to encourage this scheme would carry the whiff of guilt, and could prove costly.

There is little likelihood of a quick fix to the tobacco industries' litigation burden. Nonetheless tobacco shares have short-term attractions. They have been hard hit by Liggett's proposed out-of-court settlement of various lawsuits. Liggett's moves say much about its attempts to break up RJR Nabisco and then merge with RJR, and little about the strength of the tobacco industry's legal case.

FT-SE Eurotrack 200: +678.2 (+0.3)

Philip Morris

Share price relative to the Dow Jones Industrial Average Index



takes, such as excessive property lending, this one cannot be pinned on the previous management.

The more fundamental question raised by yesterday's numbers is whether the bank's underlying business is profitable. If it is - and the revisions, yet again, to the previous year's numbers make the picture more confusing than ever - it must be marginal. Given the grim state of the French banking sector, the future of the group hardly looks secure, even after last year's massive injection of government funds. The need to cut costs appears more pressing than ever. Not surprisingly, though, staff are proving reluctant to sacrifice their jobs as a result of management incompetence.

### Guinness

Guinness continues to carry a bitter taste for its shareholders. Its Spanish brewing business Cruzcampo goes from bad to worse. The heavy margins once achieved on Japanese spirits sales have been eroded by recession and by a fundamental change in the distribution system, resulting in a \$22m (\$33.7m) drop in profits. And austere European markets continue to offset the impact of meagre price increases on its range of spirits brands elsewhere.

But the outlook is much more promising. Over the past three years Guinness has reduced its headcount by 4,500, and savings from last year's restructuring will fund much of this year's increase in marketing expenditure. A raft of price rises on spirits brands should help achieve an overall increase of close to 2 per cent, translating into around \$40m of profit. Heavy investment in emerging markets continues to reap rewards. Meanwhile,

the depressed Japanese market looks set for a recovery.

The shares are trading at a market rating, but profits are set to grow more rapidly than the market average. In addition, strong cash generation means that Guinness' balance sheet is under-utilised, with a debt to market capitalisation ratio of just 13 per cent. Given the management's caution on the benefits of consolidation in the spirits industry, it should hand back cash through earnings enhancing share buy-backs. And there is even greater hidden value for long-suffering shareholders. There is little industrial logic for Guinness' combination of spirits and brewing businesses. And a demerged brewing company would attract a substantial bid premium.

### Sewern Trent

The emergence of a second potential bidder for South West Water yesterday is good news for the company's shareholders and customers. Both must feel they deserve it after a rough ride. The regulator, who must also be rubbing his hands at the news, no longer faces the implicit threat that a single suitor will walk away, and is therefore likely to write substantial benefits for customers out of the victor.

As to the likely winner, the fact that Severn has decided to enter the race in full knowledge of Wessex's interest suggests it believes it can go the distance. Severn's larger size is not necessarily an advantage. The smaller Wessex would reap proportionately greater earnings enhancement. It should also be able to write greater savings out of a deal, as a result of its continuity. Still, although Wessex has a stronger balance sheet, Severn Trent's size means it could still probably outgun the smaller company by leveraging up.

Given the commitment of both potential bidders to operate South West under a separate licence, it is hard to imagine that the bid will be blocked by the Monopolies and Mergers Commission. What is difficult to understand is why Severn Trent should trigger a bidding war for South West Water rather than simply finding another target. Given the time taken by the Monopolies Commission referral, it may well have sacrificed this option. And despite estimated cost savings of \$30m-\$50m from a takeover, there is a distinct possibility that the successful bidder will overpay for what is widely acknowledged to be a poorly performing company.

Additional Lex comments on BSE/Banckel and Thames, Page 24

## Theft of US corporate secrets costs business \$2bn a month

By Christopher Parkes in Los Angeles

Theft and leakage of corporate and industrial secrets in the US has more than tripled in the past three years and may now be costing business \$2bn a month, according to a study by the American Society for Industrial Security.

Corporate strategic plans have displaced computer lists as the most sought-after items, which are most frequently hijacked by employees and other "trusted" associates.

The move towards corporate streamlining may erode employee loyalty, while using outside workers and joint ventures increases the risk from predators - who the report says are especially active in the UK, home to many US groups' subsidiaries.

Asis, an association for security experts, bases its findings on returns from 325 companies which account for 5 per cent of the US workforce and, with aggregate revenues of more than

\$800bn, almost 8 per cent of gross national product.

It says 73 per cent of incidents reported in the poll took place in the US. Even so, almost half the overseas "attacks" were detected in Britain, Canada and Germany. "It would be prudent to take precautions when dealing with these nations," the report suggests.

High-tech industry is the main target of intellectual property thieves, whose booty includes company strategies, research and development data, manufacturing processes, patents, trademarks and copyrights, customer lists and confidential information on mergers and acquisitions.

While technology companies emerge among those doing most to protect themselves - 58 per cent have established security policies and systems - only 48 per cent of manufacturers and 29 per cent of service businesses say they take similar precautions.

Fewer than half the companies who responded had elementary defences such as the controlled destruction of sensitive materials

to protect against theft from rubbish bins.

The report warns that attempts to gain legal redress for alleged damage arising from the loss of industrial secrets depend largely on the plaintiffs' ability to demonstrate that they have formal security measures designed to protect their material.

These include written instructions for employees and explicit references in worker orientation courses. As the survey shows, basic elements such as identification badges, issued by only 54 per cent of companies who responded, visitor controls (60 per cent), marking, classification and identification of sensitive material (40 per cent), and random bag searches at exits (26 per cent) were missing from many companies.

Where companies were able to identify how their security had been breached, the most common method was information gained by a specious telephone call, followed by hacking into the target's computer system.

## British beef imports banned in four countries

Continued from Page 1

have to be structured to avoid circumventing through imports by way of third countries.

The Banu government, which has been severely criticised in the past by some politicians for not acting unilaterally against BSE, said it was convinced that

effective consumer protection could only be provided on an EU-wide level.

The announcements came as the Commission began preparations for today's previously scheduled meeting of veterinary experts, which will consider what action it should take to protect consumers.

The French government said it was banning the import from the UK of live beef and carcasses, which totalled 10,000 tonnes last year, "until further notice".

But the main French farm union expressed concern that local consumers might take fright about buying beef of any origin, and switch to other meats.

### FT WEATHER GUIDE

**Europe today**

Southerly winds across south-western Europe will bring widespread sunshine and temperatures of more than 20C across most of Spain and Portugal. South-west France will also be sunny and warm. However, a band of cloud and patchy rain will stretch from the UK towards central Europe, and temperatures in the affected region will range between 10C and 12C. As a result of high pressure over Russia and Finland, southern Scandinavia and eastern Europe will remain dry with sunny periods, although temperatures will remain low. Italy and Greece will be dry with sunny periods, while Turkey will be cool with showers.

**Five-day forecast**

The mild and sunny conditions in Spain and Portugal will spread towards southern regions of the Benelux, Germany and the UK. Central Europe will become milder, but it will remain cold further to the east, and north. Portugal and Spain will have some thundery showers. The Mediterranean will be mainly dry with sunny periods and steadily rising temperatures.

Warm front Cold front Wind speed in KPH

**TODAY'S TEMPERATURES**

Location	Temp	Location	Temp	Location	Temp	Location	Temp
Amsterdam	10	London	12	Paris	14	Rome	16
Berlin	11	Madrid	18	Moscow	8	Stockholm	5
Brussels	11	Nairobi	24	Tokyo	17	Wellington	11
Cairo	22	Winnipeg	-1	Zurich	12		
Hong Kong	26						
Singapore	30						
Taipei	24						
Yokohama	18						

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## LVMH posts 10.3% rise for year

By Andrew Jack  
in Paris

LVMH, the French luxury goods group, yesterday reported net income up 10.3 per cent to FF4.1bn (\$612m) in 1995, much of which it claimed was the result of its decision to reduce its involvement in the drinks sector.

"We had another year of growth in 1995 despite the difficult context," said Mr Bernard Arnault, chairman. He said he was recommending a dividend of FF19.25 a share, compared with FF17.50 in 1994.

Mr Arnault stressed that the improvement came despite cur-

rency fluctuations, slower economic growth in several of its main markets, the effects of the strikes in France late last year, higher taxes and a fall in profits at Guinness, in which it holds one-fifth of the shares.

Overall sales rose 6.5 per cent to FF29.8bn. The group said that at constant exchange rates, sales would have increased 11.7 per cent and net income by 25 per cent.

Sales and the return on capital in the company's luxury goods business rose much faster than its wines and spirits activities, which the group said vindicated its decision to reorganise its connections with

Guinness of the UK two years ago. In January 1994, it arranged an exchange of shares, with Guinness taking a 34 per cent stake in Moët Hennessey, the champagne and cognacs business within the LVMH group, in place of its 24 per cent stake in the parent company. In November of the same year, LVMH reduced its shareholding in Guinness to 20 per cent.

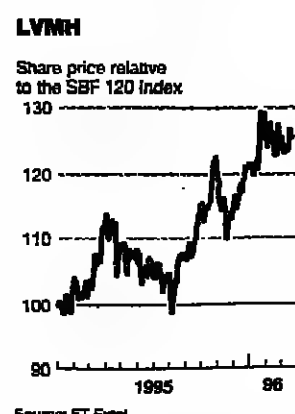
The perfumes and beauty products division - including Christian Dior, Guerlain, Givenchy and Kenzo - reported income from operations up 13 per cent, partly helped by a number of product launches.

Income from cognac and spirits fell 15 per cent, reflecting exchange rate fluctuations and falling sales in Japan.

There was strong growth in the Chinese division. Income grew 12 per cent in the luggage and leather goods businesses, with nine new Louis Vuitton Malletier stores opening in the year.

A reduction in net debt and a fall in real interest rates helped cut financial expenses by 32 per cent.

The group said economic growth was likely to be only moderate in Europe, but stronger in the US and Asia.



Source: FT Data

## Payout up at Crédit Local after decline in provisions

By Andrew Jack

Crédit Local de France, the French bank specialising in the public sector, yesterday reported net income up 2 per cent to FF1.5bn (\$236m) for 1995 after a sharp drop in provisions.

Mr Pierre Richard, chairman, said the results were better than average and that the bank had performed well in "an economic environment that was particularly unfavourable".

He said the directors were increasing the dividend by 10 per cent to FF1.55 a share as a measure of their continuing confidence in the business.

Banking income fell 12 per cent to FF1.1bn, largely because of non-recurring expenses in the first half of 1995.

However, new provisions declined to FF225m, compared with FF425m last time.

The group said it had increased market share in France to 42 per cent despite fierce competition, and that the sharp fall in the domestic market had been compensated for by growth for loans from other countries.

Outstanding loans grew 6 per cent to FF615bn and total assets to FF725bn at the end of 1995, against FF615bn and FF725bn in 1994. BCI, which had been achieved before the 1995 municipal elections.

Mr Richard predicted a revival demand for loans by local government in France during the year. This, he added, had already been confirmed over the first two months of 1996 - up 30 per cent on the same period last year.

The bank's results came a few days after Crédit Local de France said it was studying a potential "rapprochement" with Crédit Communal de Belgique, Belgium's second largest bank in terms of assets, which could be concluded by the end of the year.

The group said closer co-operation which could involve an exchange of up to 10 per cent of each other's shares - would be designed to create a group of "European stature" before the creation of a single European currency.

It said the banks were complementary both geographically - they are active in different markets - and in terms of business sectors, since Crédit Communal holds a strong share of deposits in Belgium.

A combination of the two groups would create an entity with total assets of about FF1,000bn.

## NEWS DIGEST

### Lufthansa reports provisional 3% rise

Lufthansa, the German airline, reported a 3 per cent increase in pre-tax profits from ordinary operations, from DM734m in 1994 to about DM758m (\$511.7m) last year, according to provisional figures released yesterday. Lufthansa added that it anticipated revenues would rise 6 per cent to DM20bn.

The airline said the results reflected its ability to absorb currency volatility, as currency factors depressed earnings by DM450m last year. In the absence of another big rise in the D-Mark this year, analysts are forecasting an strong increase in profits and earnings per share for 1996.

Lufthansa will announce details of its results, including the dividend, on May 21. The earnings data were broadly in line with market expectations, and Lufthansa shares closed barely changed at DM233.50 from a previous DM233.20. Last year, the airline reported net profits of DM802m after a loss in 1993.

Wolfgang Münchau, Frankfurt

### Electrabel ahead on sales growth

Electrabel, the electricity and gas utility which is Belgium's largest company by market capitalisation, said it would cut prices from next month after announcing an 11.5 per cent increase in consolidated net profits last year from BF22.8bn to BF23.8bn (\$949m). Electrabel said the tariff cuts would amount to BF1.3bn on an annual basis, and followed falls in both electricity and gas prices last year.

The company, which supplies 92 per cent of the Belgian electricity market, said the increased profits resulted from strong growth in sales to industrial customers, which increased 4.4 per cent, and to distribution companies, up 2.6 per cent, as well as reduced costs. It said sales growth to industrial customers was "exceptionally high" in the first half of the year, but warned that sales fell in the final quarter, and the negative trend had continued into 1996.

Turnover increased 5.2 per cent to BF215.9bn. Earnings per share rose 13 per cent to BF325.2, with Electrabel proposing to increase the net dividend by 5 per cent, from BF323 to BF339.

Neel Buckley, Brussels

### BCI consolidated profit up 11%

Banca Commerciale Italiana, one of Italy's largest banks, increased consolidated group profit to L355.2bn (\$244.4m) in 1995, against L238.4bn the previous year. Net income from financial operations and services was stable at L2,097m, against L2,049m in 1994. BCI, which has 1,329 branches across Italy, announced an increase in parent company profits last month, and recommended an increase in the ordinary share dividend from L125 to L150. The savings share dividend will rise from L155 to L180.

Overall deposits for the group increased 4.1 per cent to L135,405bn, of which L77,623bn was represented by customer deposits. Customer loans rose 10.5 per cent to L76,220bn, and overall loans were L121,639bn.

Andrea Bill, Milan

### Pernod Ricard slips slightly

Pernod Ricard, the French drinks group, yesterday announced a 3.8 per cent drop in 1995 net profits to FF1.1bn (\$217m), as a result of appreciation of the franc and higher alcohol taxes.

Operating profit was steady last year at FF1.6bn. The board decided to maintain its dividend at FF1.6 per share, the same as for 1994. Pernod reported little growth in the French market, partly because of strikes and high interest rates, as well as increased taxes. Despite complaining of poorer markets in important foreign markets like Japan, Mexico and Argentina, the group said it its overall foreign sales rose by 7.5 per cent. Total turnover, net of taxes and excise, rose by 0.7 per cent to FF16.95bn.

David Buchan, Paris

### Losses widen at Union Minière

Net losses at Union Minière widened to BF964m in 1995 from BF128m (\$81.4m) in 1994, the Belgian metals group said yesterday. Sales rose to BF12.7bn from BF12.5bn, while profit before tax and extraordinary items increased to BF1.5bn from BF1.1bn.

Union Minière said trading volumes at the start of this year were being affected by the economic slowdown in Europe since the second half of 1995.

But it said the dollar had now stabilised against the Belgian franc, and overall metals prices had remained steady since the start of the year. Operating profit was BF2.2bn, against BF1.8bn in 1994, while extraordinary losses totalled BF2.2bn compared with BF1.5bn.

Mr Karel Vinck, chief executive, said the company would only start granting dividends once its 1996-98 industrial plan had started to bear fruit and once it was clear the payouts could continue in future. He said the company had made provision in 1995 for all the costs of the social plan, with a BF7.5bn charge.

AFZ News, Brussels

## Swiss drugs group ahead to \$29.4m for year

By Frances Williams in Geneva

Ares-Serono, the Swiss pharmaceuticals group that specialises in human fertility drugs, yesterday reported a 4.1 per cent increase in net profit last year, to \$29.4m from \$28.2m in 1994.

Mr Ernesto Bertarelli, who last month succeeded his father, Mr Fabio Bertarelli, as chief executive, predicted that 1996 would be a good year for the company. Sales in the first two months had been "very strong", he said.

Mr Bertarelli said he still hoped for approval from the US Food and Drug Administration for the use of the company's human growth hormone Serostim to treat the wasting effects of AIDS. An FDA advisory panel recently narrowly voted against approval.

Ares-Serono's sales increased last year by 7.1 per cent to \$83.3m from \$80.5m in 1994, adjusted to take account of the sale of the company's diagnostics unit in spring 1994. In constant currencies, the sales rise was 3.9 per cent. However, operating profit fell to \$66.1m last year from \$73.1m in 1994. The company said the 1995 results had suffered from problems in meeting surging world demand for fertility products, but Mr Bertarelli said he expected these to be fully rectified by the middle of this year.

Group sales of infertility products, which rose 10 per cent in 1995, were expected to show double-digit growth annually for the next five years, Mr Bertarelli said.

Infertility drugs account for 82 per cent of turnover for the Geneva-based company, which is also active in the fields of growth, metabolism and immunology/oncology.

Spending on research and development last year amounted to \$14.5m, or 21.2 per cent of sales.

## Non-life result helps Axa rise 20%

By Andrew Jack in Paris  
and Ralph Atkins in London

Axa, the French-based insurance group, yesterday unveiled net income up 20 per cent to FF2.73bn (\$404m) for 1995, despite unfavourable currency fluctuations and the continued depressed state of the French property market.

The increase was helped by improved underwriting results from non-life business and better life insurance performance from its UK operations and from Equitable of the US - in which its stake rose to 60.6 per cent last year from 49 per cent in 1994.

Mr Claude Bébear, chairman, said he was proposing a dividend of 1.2 per cent to FF6.50 a share, and said that he expected

the results to progress by a similar amount in the current year, assuming there were no unexpected large claims or other external factors.

Net income from life assurance was FF1.1bn for 1995, compared with FF924m in 1994. A further FF689m came from non-life - compared with FF259m last time - and FF996m from reinsurance, compared with FF253m.

However, results from financial services and real estate fell from FF946m to FF794m, and losses incurred by the group's holding companies increased from FF144m to FF248m.

The results were released shortly after Axa announced it had signed a new co-operation agreement with Generali, the Italian group which was bound

into a complex cross-shareholding simplified earlier this year. Under the accord, Generali will have to give the group two months' notice if it intends to sell more than 1 per cent of its remaining 11 per cent stake, rising to 3 months before a sale exceeding 5 per cent.

Mr Bébear said yesterday that the new relationship with the group could allow the joint development of satellite insurance businesses, in which the two companies are already strong market participants.

By combining forces, he said Axa and Generali could increase their influence in setting prices and winning business in a particularly volatile insurance sector, as well as achieving economies of scale.

Mr Bébear also listed reinsurance and Asian ventures as other possible areas for co-operation.

He said Axa's new telephone-based motor insurance venture set up in Germany last year showed sales 50 per cent higher than forecast.

On future acquisitions, he said he regarded Axa's UK presence as "too small" but prices expected for local companies were proving too high. The situation was similar in Germany.

He highlighted Japan, where a modest deregulation package takes effect on April 1, as another area of possible expansion. Some Japanese insurers, he said, were having difficulties which could provide acquisition opportunities.

## Downturn in shipping hits Nedlloyd

By Ronald van de Krol  
in Amsterdam

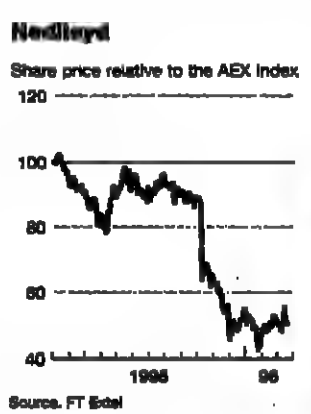
Nedlloyd, the Dutch transport group, said yesterday it faced a "difficult" year in 1996 after a downturn in ocean-going shipping led to a sharp fall in net results before extraordinary items in 1995.

The company, which is also active in European road transport, blamed the decline in shipping on several factors, including the weaker dollar, weaker cargo rates, start-up costs for a sailing between Europe and east Asia, and import restrictions in Brazil, which led to disappointing volume growth to South America.

Net profits before extraordinary items dropped from FF19m in 1994 to FF49m (\$29.6m), on turnover up 2.4 per cent at FF16.77bn. In the fourth quarter, the group incurred a net loss of FF12m before extraordinary items, a reversal of the FF13m posted in the same quarter of 1994.

However, overall net profit for the full year rose from FF19m to FF106m, after FF17m in extraordinary items.

The FF17m was the balance of extraordinary gains - resulting



Source: FT Data



Better off on land? Nedlloyd's shipping operations had a tough year

from divestments, sales of roll-on/roll-off ships, and FF13m in surplus pension fund money which flowed back to Nedlloyd - and extraordinary losses to cover reorganisations and "financial irregularities" at the group's Austrian road-haulage subsidiary.

Despite predictions of a difficult year ahead, Nedlloyd said it did not expect to make a loss in 1996. It also said this prediction was independent of the likely book profit to be realised on the intended sale, announced last week, of the

group's offshore drilling rig subsidiary to Noble of the US.

Mr Leo Berendsen, managing board chairman, blamed the 1995 decline on "a deterioration which set in during the second half, particularly in ocean shipping". Shipping volume was up, but this could not compensate for the dollar effect or the weakness of cargo rates, particularly in gold.

Giving details of the group's Austrian problem for the first time, Mr Berendsen said a local manager and a controller sent from head office in Rotterdam

had "cooked the books" for several years, passing off losses as profits.

"The books were presented in too favourable a light - you could call it window-dressing," he said.

Business controls have since been strengthened to prevent a recurrence elsewhere, and the FF182m charge to correct previous years' figures in Austria was a one-off item, he added.

Nedlloyd disclosed the irregularities in Austria in November, when it issued the second of its two 1995 profit warnings.

## Saint-Louis chairman allays fears of change in strategy

By David Buchan in Paris

Saint-Louis, the French industrial group, plans to expand in areas related to its core sugar and paper businesses, Mr Daniel Melin, its new chairman, said yesterday. His remark allays speculation that the group might split up or branch out in a new direction.

In an interview, Mr Melin indicated his interest in buying Compagnie Française de Sucrerie, the sugar subsidiary of Compagnie Navigation Mixte. If, as a result of the latter's planned takeover by Paris, the sugar business were to come up for sale, "if CFS is for sale, I will certainly be a candidate to buy this business or part of it."

Eridania Béghin-Say, the French subsidiary of Italy's Montedison, is reported to be

ready to carve up CFS with Saint-Louis.

Speculation about a change in Saint-Louis's strategy followed the death last year of Mr Bernard Dumon, who had built up Saint-Louis through its 40 per cent stake in Arjo Wiggins Appleton (AWA), in sugar, where the group is France's second largest producer, and prepared foods.

Some analysts argued that Saint-Louis might take advantage of its strong cash reserves to make new acquisitions, with the aim of making itself a more coherent business.

But Mr Melin stressed yesterday that he was happy with the group's present shape, valuing the complementary nature of its paper and sugar businesses.

Saint-Louis recorded a sharp drop in overall net profit from FF1.45bn in 1994 to FF573m

(\$114m) last year, mainly because of restructuring provisions for AWA. But net operating profit rose fractionally to FF947m after a "better performance from sugar helped offset the slight decline in profit from paper".

Saint-Louis could now easily sell its 34 per cent stake in the Panzalin joint venture in prepared foods with Danone, the French food conglomerate. A "put" agreed at the time of the venture's formation in 1994 would from this month give Saint-Louis a minimum price of around FF2.6bn for its stake.

But Mr Melin, who said the market worth of the stake would be as much as FF3bn, added that he would continue discussions with Danone about whether to sell it. Money from Panzalin could fund any purchase of CFS sugar.

## Czech energy group's profits slip

By Vincent Boland in Prague

CEZ, the partly-privatised Czech electricity producer, reported a slight fall in pre-tax profits for calendar 1995 as increasing competition reduced its overall market share and government-imposed revenue changes hit turnover.

Profits before tax reached Kcs16.6bn (\$617m), down from Kcs17.2bn in 1994. Revenues totalled Kcs50.6bn, including a 2.7 per cent increase from the sale of electricity.

Revenue growth was curtailed by a price agreement between CEZ and regional electricity distributors last year that cut Kcs1.6bn from sales. Profits were checked by higher depreciation charges and debt servicing costs. Net profits slipped from Kcs9.5bn

to Kcs9.2bn. All figures are in accordance with international accounting standards and are unaudited.

Demand for electricity rose 5.3 per cent in 1995 over 1994. However, the company's share of the electricity market declined from 79.4 per cent to 76.9 per cent because of increased sales by independent power producers and higher imports.

Mr Gabriel Eichler, CEZ deputy chairman and chief financial officer, said profits for 1996 would be largely unchanged from last year's level.

The group's capital investment programme, which includes completion of a nuclear power plant and reducing pollution at coal-burning stations, was 13.8 per cent lower than planned at

Kcs25.1bn, but CEZ said key features of the programme would be completed on schedule.

The main reason for the lower figure was the renegotiation of a contract with Skoda Praha, the engineering group that is the main domestic contractor to the Temelin nuclear plant, to bring it into line with a revised commercial code.

Spending on the plant amounted to Kcs8.2bn last year, only two-thirds of the planned figure, as a result.

CEZ is modernising its coal-burning plants to meet new environmental laws. Some 70 per cent of its output is produced using coal, but only 5 per cent of its total 1995 electricity production was from desulphurised stations.

## CANAL+ REVENUES AND NET INCOME BOTH UP MORE THAN 6% IN 1995

CANAL+, Europe's leading pay-television network, said that its Board of Directors had closed the consolidated accounts for the year ended December 31, 1995. Consolidated revenues and net income both rose 6% to more than FF 10 billion and FF 666 million, respectively. Highlights of the accounts were as follows:

(FF millions)	1995	1994	% Change
Revenues	10,157	9,567	+ 6.2 %
Operating income	1,472	1,442	+ 2.1 %
Net financial income (expense)	112	(29)	N.S.
Income from continuing operations, after tax	1,000	949	+ 5.4 %
Equity in losses of associated companies	(251)	(258)	- 1.6 %
Exceptional items, net of tax	(86)	(94)	- 8.5 %
Net income after minority interests	666	626	+ 6.4 %

Consolidated revenues showed very satisfactory growth of 6.2% in 1995 thanks to CANAL+'s excellent marketing performance in France. This figure does not include revenues from the foreign pay-TV channels, which are accounted for by the equity method. These channels also produced very good marketing results, bringing the total European subscriber portfolio to nearly 7 million.

The 2.1% increase in consolidated operating income reflects efficient management of the French channel's main operating expenses. Operating income retained in consolidation from the channel rose 10% thanks to controlled growth in programming costs and overheads and despite higher expense from the decoder-replacement program, which was completed at the end of the year. As expected, Le Studio CANAL+ recorded a large operating loss stemming from its last co-productions in the United States.

Income from continuing operations, after tax, increased by 5.4%, lifted by growth in operating income and net financial income.

Significantly improved results from the foreign pay-TV channels offset the impact of new developments such as CANAL+ Poland and Vax outside France and MDO (Monte-Carlo TMC) in France. Equity in losses of associated companies was close to the level recorded in 1994.

The sale of shares in some Group's thematic channels led to a dilution gain of FF 157 million (compared with FF 71 million in 1994 following the sale of shares in CanalSatellite). However, expenses arising from changes in Group structure and a number of provisions resulted in net exceptional expense of FF 86 million. This was lower than in 1994.

Consolidated cash flow amounted to FF 2,726 million and amply covered the FF 2,488 million in consolidated capital expenditure made during the year. The Group's cash position, net of borrowings, is increased by nearly FF 1 billion to FF 2,138 million. Shareholder's equity came to FF 7,662 million at year-end.

The Board of Directors will ask shareholders at the Annual Meeting on June 14 to approve the payment of a dividend of FF 20 per share (FF 30 including tax credit) for the year, an increase of 33%. This represents a total payout of 66%. Shareholders may elect to reinvest their dividend in new shares.

In 1996, revenues should increase by around 6%, mainly on subscriber growth at CANAL+ and its subsidiary CanalSatellite, which is involved in the digital television project. The foreign channels are expected to reduce their aggregate losses by more than half and Le Studio CANAL+ should significantly improve results. These factors, combined with the parent company's sound commercial and financial health, should enable the Group to report in 1996 net income comparable to 1995, while financing the expense related to the introduction in France of digital broadcasting.

## COMPAGNIE BANCAIRE

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### NOTICE TO SHAREHOLDERS

The following Resolutions were passed at the Ordinary General Meeting on 20th March, 1996:

- 1) A dividend of FFs. 10.00 per share of FFs. 100 nominal for the year ended 31st December, 1995 was declared payable from 30th March, 1996.
- 2) Each shareholder should be given the choice to be paid their dividends in shares. The options will be open to shareholders between 1st April and 24th April inclusive. Following the shareholders meeting, the price of the new shares have been established at FFs. 484. If the option is not taken up by 24th April, the dividends will be paid in cash on 14th May. However, shareholders will have the opportunity to have their dividends paid in cash as from 30th March, by irrevocably deciding to take up their share payment option.

Residents of the United Kingdom will receive FFs. 7.50 per share of FFs. 100 nominal.

Settlements of Additional Payments:-

Under the terms of the Double Tax Convention between France and the United Kingdom, residents of the United Kingdom will receive, subject to the completion of Form R44-GB, on or after 30th March, 1996 an additional FFs. 5.25 per share thus increasing their dividend to FFs. 12.75 per share.

Holders may, however, submit Form R44-GB at any time up to 31st December, 1997.

Payments will be subject to deduction of United Kingdom Income Tax at a rate of 20%.

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Société Générale,  
80 Gracechurch Street, London EC3V 0HD

from whom claim forms and further information can be obtained.

Copies of the Annual Report and Accounts will be available in French and in English on application to S.G. Warburg & Co. Ltd.



## COMPANIES AND FINANCE: EUROPE

## Bekaert slowed by strong currency

By Neil Buckley in Brussels

Bekaert, the Belgian wire and steel cord producer, warned yesterday it had seen a "clear slowing down of economic activity" in Europe in recent weeks, as it announced a 10 per cent increase in net profits last year.

Stripping out a BF3.7bn exceptional gain in 1994 from the sale of a stake in a US business, consolidated net profits rose 10 per cent from BF2.88bn to BF3.18bn (\$104.7m). But Mr Raf Decaluwe, chief executive, said reported profits growth had been held back by the strength of the Belgian franc.

At constant 1994 exchange rates, the profit increase would

have been 35 per cent.

Mr Decaluwe still expected Bekaert to increase profits in 1996, but said this would "not be easy". While it had started the year with an optimistic outlook, it had seen clear signs of economic slowdown in Europe, particularly in Germany.

This had affected order and activity levels, while raw material prices had started to fall again. "As a consequence," the company said, "the short-term future looks more uncertain today than it was some weeks ago."

Mr Decaluwe said the strong Belgian franc was making it more difficult for Bekaert's exports to compete with those

of rivals in countries whose currencies had devalued, especially Italy and Spain.

During 1995, the franc gained between 6 and 13 per cent against the currencies of Bekaert's main overseas markets - the US dollar, the pound sterling, the lira, and the peseta. This affected both the value of exports, when invoices were raised in foreign currency, and the level of sales and profits when foreign subsidiaries' accounts were converted into Belgian francs.

These two effects meant turnover, which increased from BF58.3bn to BF60.7bn, was 6 per cent lower than it would have been at constant exchange rates. Operating profits, which declined from

BF4.03bn to BF3.89bn, were BF1bn lower than they would have been, while the net profit was BF1750m lower.

Bekaert proposes to hold the net dividend at BF450, owing to the "limited" profits increase and a slight fall in cash flow caused by the franc's strength, plus the desire to retain sufficient funds for investment.

The company is investing in emerging markets, with a new steel cord factory in China, agreement to build a steel wire factory in the Czech Republic with ZDB-Bohumin, and proposed investments in Colombia and India. It is also developing new products such as thin metal fibres, and plans to build a factory in the US.

## Thyssen's telecom link-up on hold

The German group's new chief faces a number of challenges

Mr Dieter Vogel, who today takes over as chief executive of Thyssen, one of Germany's 10 biggest listed companies in sales terms, is a good deal more cautious than he was a year ago. He was then locked in a battle with two rivals for the top job at the Düsseldorf-based conglomerate.

At that time, Mr Vogel predicted that Thyssen Handelsunion, the trading and services division which he has run for the past 10 years, would be reporting profits of DM750m (\$510m) from its fledgling telecommunications activities by 2000.

The figures, which were widely questioned by fellow and rival executives, helped Mr Vogel become chief executive at Thyssen, outflanking Mr Ekkehard Schulz and Mr Ekkehard Rohkamm, respectively the heads of the steel and engineering divisions.

Having made the forecast, Mr Vogel is now backtracking fast. He claims he never predicted the DM750m profits. He says the figure was seized upon by Mr Heinrich Kersen, his chief financial officer, who, Mr Vogel says, was "rather emotional" because he was attending his last annual results press conference.

That Mr Vogel should distance himself from the rather ambitious profits forecast is understandable.

The steel-based conglomerate, which threatened to discard its steelmaking activities at the height of the last recession in 1983, invested DM150m last year alone in its attempt to become one of Ger-

many's leading private telecommunications operators.

Yet in spite of the investments - and in spite of Mr Vogel's acknowledged selling skills - Thyssen is the only one of the big five German telecommunications operators not to have teamed up with partners in an alliance strong enough to take on Deutsche Telekom, the state-owned monopolist.

In addition, observers point out that the company's alliance with BellSouth, the largest US regional operator, has yet to be cemented by an exchange of equity or any other measure which would improve the international partner's long-term commitment to the German group.

"Thyssen is rather lonely at the moment," said an executive from one of the company's Düsseldorf-based competitors.

However, the company is one of two in the final round of bidding for DBK, the telecommunications subsidiary of the Deutsche Bahn federal railway network.

If Thyssen beats its rival Mannesmann and wins the minority stake in DBK, whose 40,000km long telecommunications network is second only to that run by Deutsche Telekom - Mr Vogel is confident it will have a large enough asset to make it attractive to either of the two leading telecoms alliances.

Whether Thyssen then joins the alliance led by RWE or opts for the grouping headed by Veba remains to be seen. What is key, Mr Vogel says, is that Thyssen does not sacrifice "our most valuable asset", a 28 per cent stake in E-Plus, the third German mobile phone



Dieter Vogel: 'There won't be a steel problem'

network which it runs with Veba. The challenges Mr Vogel faces in telecoms are supplemented by those confronting the group's steel and engineering divisions.

The steel market is still very sluggish after price falls during the fourth quarter because of overvalued stockpiles. Parts of the Thyssen's steel workforce are still working short time, and analysts say there is little sign that demand for steel will improve substantially in the near future.

However, Mr Vogel insists the restructuring undertaken during the last steel recession

will keep the steel business alive.

"There won't be a steel problem," he said recently. "We managed to cut our costs by about DM2bn during the last recession. We now have a much smaller burden to drag around with us."

That said, the group has to manage hurdles at Thyssen Industrie, the engineering division. Blohm + Voss, the Hamburg shipyard, is hemorrhaging money following a collapse in the ship repair business, the company recently admitted. And Thyssen Henschel, the subsidiary which makes armoured personnel carriers and parts of the Transrapid magnetic levitation train, is in trouble.

Mr Vogel insists these and other problems can be dealt with. He claims that Thyssen is involved in too many disparate activities, a problem which has hindered management in its efforts to improve earnings in many divisions. At the same time, however, the new chief executive says "there are no core businesses whose existence is being questioned".

What change there will be, Mr Vogel suggests, will come gradually, given that Thyssen is Germany's largest conglomerate designed to prevent a repetition of last year's record DM10m losses.

Michael Lindemann

## New Swiss Exchange rules aim to attract foreigners

By Ian Rodger in Zurich

Swiss Exchange, the organisation that runs the national stock market, has signalled its intention to compete more vigorously for international business, with the publication of new listing rules due to come into effect in October. Under the new rules, foreign banks and legal firms will be able to introduce companies to the Swiss market, and foreign companies already listed in their home countries may be exempted from many listing requirements.

The new rules follow passage a year ago of a federal stock exchange law calling for a large degree of self-regulation by securities markets. They are also part of a wider effort, including the planned introduction of an electronic exchange that will incorporate same-day clearing, to attract more listings and trading volume.

A Swiss Exchange official said one of the main objectives of the new rules was to show foreign investors that all Swiss

companies would have to adhere to recognised standards of reporting and disclosure.

For the most part, Swiss Exchange has aligned its new rules with the three European Union directives on stock exchange admissions, the preparation of prospectuses, and disclosure requirements for listed companies.

This means that the principle of home country primacy in regulating a foreign-listed company would normally apply if listing conditions were similarly stringent.

Also, the Swiss banks' monopoly on introducing companies to the exchange will be removed. Companies themselves can do it if they can prove they can handle clearing trades, and foreign banks and accounting and law firms may also compete if they can demonstrate to the admissions board that they understand the Swiss system.

There are a few unusual rules, reflecting peculiarities in Swiss law. For example, accounting rules are specified because Swiss company law

does not require auditing to the "true and fair" standard.

Unapproved preliminary prospectuses, not allowed in most EU countries, can be circulated. Primary securities issues in Switzerland are covered by the civil code, not the stock exchange act.

Rules on disclosure of price-sensitive information will put most of the responsibility on the company itself. This extends to cases in which a company wants to postpone disclosure of an internal development - say, negotiations towards a merger. In the UK and Germany, companies must ask the regulators for permission to postpone.

The rules also recognise the domination of stock markets by professionals who are constantly tuned in to electronic sources of instant information. It sets the minimum disclosure process as "an electronic information system which is widely used by professional market participants".

Swiss Exchange officials say ordinary investors have to rely on brokers for information.

## Institutions pay \$130m for Lukoil stock

By Christopher Brown-Hume in Stockholm

The biggest portfolio investment in Russia was announced yesterday when a block of 23.8m shares in Lukoil, the country's biggest privatised oil concern, was acquired by international institutions for \$130m.

The secondary market deal was arranged by Alfred Berg, the Nordic investment bank acquired by ARN Amro of the Netherlands last year.

Mr Lars Bergström, head of Alfred Berg's Moscow office, said the transaction was "a vote of confidence in continued economic and political reform" in Russia, despite the uncertainty caused by the coming presidential elections.

The shares, equal to 3.3 per cent of Lukoil's outstanding shares, were acquired for \$5.50 each, a 25 per cent premium to the market price. They have been converted into American Depositary Shares under a programme sponsored by the Bank of New York. The identities of the buyers and sellers were not disclosed.

## Helaba Finance B.V.

U.S. \$100,000,000

Guaranteed Floating Rate Notes

Due 1996

(Pursuant to the Terms and Conditions, Hessische Landesbank - Girozentrale - has been substituted by Helaba Finance B.V. as principal debtor of the Notes as per 1st December, 1988)

(Coupon No. 20)

In accordance with Note conditions, notice is hereby given that for the interest period 22nd March, 1996 to 23rd September, 1996 (185 days), an interest rate of 5% per cent, per annum, will apply.

Amount per coupon (No. 20) - U.S. \$1397.14  
Payable on the 23rd September, 1996.



The Long-Term Credit Bank of Japan, Limited  
London Branch  
Agent Bank

## Crystal Castle Euro-Finance Limited

U.S. \$150,000,000

Guaranteed Asset-Backed

Floating Rate Notes Due 1999

In accordance with the terms and conditions of the Notes, notice is hereby given that the interest rate for the Interest Period from 21st March, 1996 to 21st June, 1996 is 5.8% per annum. The Coupon Amount payable on the 21st June, 1996 for Notes with original principal amounts of U.S. \$10,000 is U.S. \$148.22.

Bankers Trust Company, London Agent Bank

## RIGGS NATIONAL CORPORATION

U.S. \$100,000,000

FLOATING RATE SUBORDINATED NOTES DUE 1996

In accordance with the provisions of the Notes, notice is hereby given that for the period 22 March 1996 to 24 June 1996 the Notes will carry a rate of interest of 6.5% per annum with a coupon amount of US\$4.25.



مكازم الجهر

This announcement appears as a matter of record only.



MOSCOW NARODNY BANK LIMITED  
INCORPORATED IN THE CITY OF LONDON SINCE 1919

## Moscow Narodny Finance B.V.

(Incorporated in The Netherlands with limited liability and having its statutory seat in Amsterdam)

U.S. \$75,000,000 Guaranteed  
Floating Rate Notes due 1999

irrevocably and unconditionally guaranteed by

## Moscow Narodny Bank Limited

(Incorporated in England and Wales with limited liability)



CS FIRST BOSTON

## HSBC Markets

ABC International Bank plc  
Deutsche Morgan Grenfell  
Nikko Europe Plc  
Standard Chartered Bank  
UBS Limited

## West Merchant Bank Limited

Citibank International plc  
ING Barings  
Société Générale  
SBC Warburg  
A DIVISION OF SWISS BANK CORPORATION

March, 1996

ANOTHER YEAR OF GROWTH  
SALES UP 8.5 %  
NET INCOME AFTER MINORITY INTERESTS UP 8.6 %

POLLET's Executive Board presented the Group's consolidated financial results for the year ended December 31, 1995 to the Supervisory Board on March 15, 1996.

In a year shaped by sharply contrasting trends and a turbulent economic environment, POLLET increased sales and income once again.

## BUSINESS REVIEW

(FRF million)	1995	1994 before exceptional items	Change	1994 after exceptional items *
SALES	22,494	20,860	8.5 %	20,860
CASH FLOW	1,549	1,496	3.5 %	1,623
INCOME FROM OPERATIONS	1,669	1,572	6.2 %	1,572
INCOME BEFORE TAXES	1,518	1,166	29.3 %	1,166
INCOME TAX	(459)	(384)	19.2 %	(384)
NET INCOME BEFORE MINORITY INTERESTS	842	785	7.3 %	785
NET INCOME AFTER MINORITY INTERESTS	752	692	8.6 %	692

\* exceptional items amounted to FRF 127 million in 1994 compared with zero in 1995

The building materials wholesaling and manufacturing activities both recorded good growth and satisfactory income from operations.

## BREAKDOWN BY ACTIVITY

SALES	INCOME FROM OPERATIONS
<p>Wholesaling, with the POINT R LAPEYRE, CEDEO and GME networks, recorded sales of FRF 16,992 million, up 8.5 %, or 3.1 % on a comparable structure basis.</p> <p>The manufacturing activities recorded sales of FRF 7,840 million, representing an increase of 8.2 %, or 3.5 % on a comparable structure basis. Of the total, FRF 2,198 million came from sales to POLLET wholesaling subsidiaries, and primarily the Lapeyre network.</p>	<p>Wholesaling</p> <p>Manufacturing</p>

## GROUP PERFORMANCE

Cash flow amounted to FRF 1,549 million, amply covering capital spending and investments of FRF 1,053 million, which included the acquisition of FRF 118 million in new long-term equity interests. Net debt declined by FRF 267 million to FRF 1,699 million, leading to a decrease in net interest expense from FRF 270 million in 1994 to FRF 225 million in 1995.

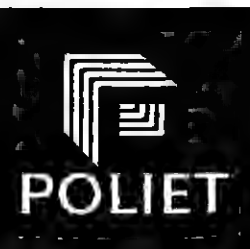
There were no exceptional items in 1995. In 1994, POLLET benefited from FRF 127 million in tax relief on the deficit arising from the merger of the Concrete Products Division holding company and POLLET S.A.

1995 income was therefore taxed at the normal rate, plus an exceptional contribution of 10 % (FRF 37 million). POLLET's total tax liability amounted to FRF 459 million compared with FRF 257 million in 1994.

Earnings per share rose 8 % to FRF 28.42 from FRF 26.32 in 1994.

## PROPOSED DIVIDEND UP 3%

At the AGM on March 30, 1996, shareholders will be asked to approve payment of a net dividend of FRF 10 (FRF 15 including tax credit) versus FRF 7.50 last year. The dividend will be paid in cash on June 7, 1996.





## COMPANIES AND FINANCE: THE AMERICAS

## IBM, Stet reach 'final stages' of alliance talks

By Andrew Hill in Milan and Louise Kehoe in San Francisco

Talks about a global telecommunications alliance between International Business Machines, the US computer group, and Stet, Italy's state-controlled telecommunications holding company, have "reached the final stages", Stet's chief executive said yesterday.

"The talks are going in the hoped-for direction, but when lawyers are at work, it's better not to commit oneself on the timetable," Mr Ernesto Pascale told Ansa, the Italian news agency, in Brussels.

One Italian official close to the talks said yesterday the two companies were "working night and day" to conclude a deal. Once the agreement was announced the companies

would step up their search for a third partner for the joint venture, the official said.

IBM said the negotiations were proceeding satisfactorily.

The two companies announced preliminary agreement on a deal last August after nearly a year of talks, but few details have been released.

IBM and Stet indicated at the time that the deal could involve the establishment of a joint venture to exploit the two groups' global networks, in order to offer business and private clients a range of networked services.

Cable & Wireless Europe, the Anglo-German telecoms joint venture, was believed to be interested in joining the alliance.

Stet shares are quoted in Milan and New York. Full pri-

vatization has been postponed many times, but Iri, the Italian state holding company, still intends to sell its majority stake in Stet this year.

The anticipated agreement with Stet is part of IBM's plan to expand its networking services worldwide. These services currently include data, voice and video communications via the Internet and private, worldwide networks to provide telephone, video conferencing and electronic mail capabilities.

Corporate customers use these services to link remote locations and to communicate with suppliers and customers.

IBM is expected to form separate partnerships with several telecommunications companies world-wide as it expands its services.

## NEWS DIGEST

## Sun Microsystems in \$96m UK buy

Sun Microsystems, the leading US manufacturer of computer workstations and network servers, has agreed to purchase Integrated Micro Products, a UK supplier of computing products to the telecommunications industry, for \$96m.

Sun said it planned to incorporate IMP's technology for fault-tolerant computing, which enables computer systems to keep running despite problems in one or more parts of the system, in its network server products. IMP's products are based on the same microprocessor technology used by Sun, so they fit well, industry analysts said.

Telecommunications represents the largest and one of the fastest growing market segments for Sun, said Mr Ed Zander, president of Sun Microsystems Computer Company, the computer hardware division of Sun.

IMP will become a new business unit within Sun's server operations. The UK company, which also has operations in the US, reported revenues of \$11.5m for the year to September 30. Revenue for the 1996 first quarter was \$5.1m, up 92 per cent from \$2.67m last time. Sun said it expected some "relatively minor" one-time charges of not more than 15 cents a share in connection with the acquisition.

IMP said that Sun would also take on the company's liabilities. Following completion of the acquisition, which requires IMP shareholder approval, and after taxes, IMP will make a series of distributions to shareholders expected to amount to about \$30.55 a share.

IMP's shares were trading at \$19 in mid-session on the Nasdaq market yesterday, down from Wednesday's close of \$21.4. Sun shares were trading at \$44.7, up from Wednesday's close of \$43.7.

## Cummins reorganises

Cummins Engine, the US diesel engine maker, has formed a new organisational structure to strengthen customer focus and improve profitability. The new organisation will consist of four businesses - automotive, power generation, industrial and filtration. Each unit will include worldwide marketing, engineering and manufacturing capabilities. All four units will report to Mr Tim Solso, president and chief operating officer.

Reuter, Columbus

## Peruvian move for Santander

Two South American units of Spain's Banco Santander offered to buy up to 100 per cent of shares of Peruvian pension fund manager AFP Nueva Vida for \$16.5m. The offer was made by Inversiones y Asesorias Previsionales Santander of Chile and Santander Peru Holding, subsidiaries of the Spanish banking giant. The units offered to buy a minimum of 66.7 per cent, or 17.5m Nueva Vida ordinary shares at 1.48 sol apiece. AFP Nueva Vida is owned by a group including Spain's Fierro Group, as well as Chilean and Peruvian interests. It has funds totalling \$36.2m.

Reuter, Lima

## SUMMONS TO ANNUAL GENERAL MEETING

## RIGHT OF PARTICIPATION

Shareholders wishing to attend the Annual General Meeting must be registered in the list of the company's shareholders kept by the Central Share Register of Finland no later than 10 days prior to the meeting.

Shareholders whose shares have not yet been transferred to the book entry system also have the right to attend the Annual General Meeting provided they were registered in the company's Share Register before 28th February 1994 or have informed the company and proved their share ownership. Such shareholders must present their share certificates for inspection at the Annual General Meeting or furnish proof of where the shares are kept or that the right of ownership of the shares has not been transferred to a book entry account.

Shareholders wishing to attend the Annual General Meeting must inform the company by 12.00 hours on Tuesday 16th April 1996 at the latest by writing to: Repola Ltd, Share Register, Snellmaninkatu 13, P.O. Box 203, 00171 Helsinki, Finland, or by telephoning +358 0 1828 314 or 1828 315, or by telefax +358 0 1828 380. Written notice of a shareholder's intention to attend the meeting must arrive before the deadline stated above. Any letters of authorization must be submitted at the time the shareholders concerned inform the company of their intention to attend.

## PAYMENT OF DIVIDEND

The Board of Directors has decided to propose to the Annual General Meeting that a dividend of FIM 4.50 per share be paid in respect of the 1995 financial year. In view of the transfer of shares to the book entry system, dividend will be paid to those shareholders who, on the record date, are registered in the list of shareholders kept by the Central Share Register of Finland. The Board of Directors has determined 23rd April 1996 as the record date for purposes of distributing dividend. The Board of Directors will propose to the Annual General Meeting that dividend be payable from the end of the record period on 26th April 1996.

In the case of shareholders permanently resident outside Finland, tax will be deducted from the dividend at source.

Helsinki, 21st March 1996

SUPERVISORY BOARD



**REPOLA**

Issue of U.S. \$300,000,000

**R&I**

**R&I Bank of Western Australia Ltd**  
A.C.N. 050484-454

Undated Floating Rate Notes  
exchangeable into

Dated Floating Rate Notes  
of which U.S. \$200,000,000  
is being issued as the Initial Tranche

Interest Rate	Unlimited Notes	5.6% per annum
Dated Notes	5.4375% per annum	
Interest Period	22nd March 1996	
	23rd September 1996	

Interest Amount due	23rd September 1996	
Undated Notes	per U.S. \$ 10,000 Note	U.S. \$ 297.78
Undated Notes	per U.S. \$250,000 Note	U.S. \$ 7,194.44
Dated Notes	per U.S. \$ 10,000 Note	U.S. \$ 279.43
Dated Notes	per U.S. \$250,000 Note	U.S. \$ 6,965.98

**CS FIRST BOSTON**  
Agent

**NBD BANCORP, INC.**

US\$100,000,000  
Floating rate subordinated  
notes due 2005

Notice is hereby given that for the interest period 22 March 1996 to 24 June 1996 the interest rate has been fixed at 5.625%. Interest payable on 24 June 1996 will amount to US\$146.88 per US\$10,000 note.

Agent: Morgan Guaranty  
Trust Company

**JPMorgan**

U.S. \$150,000,000

HSBC Americas, Inc.  
Member HSBC Group

Floating Rate  
Subordinated Notes Due 2009

Interest Rate	5.625% per annum
Interest Period	22nd March 1996
	24th June 1996

Interest Amount due  
24th June 1996  
per U.S. \$10,000 Note U.S. \$146.88  
per U.S. \$150,000 Note U.S. \$719.32

**CS FIRST BOSTON**  
Agent

## Canada may ease curbs on foreign-owned banks

By Bernard Simon in Toronto

Canada may ease restrictions on foreign-owned banks, enabling them to compete on a more equal footing with the big domestic institutions.

The federal government is expected to raise the issue in a discussion paper on financial services, to be released within the next couple of months as part of the preparatory work for a scheduled review of the Banks Act in 1997.

About 46 foreign-owned institutions, also known as Schedule 2 banks, have subsidiaries in Canada. But none comes close to matching the size of the six big domestic institu-

tions, and most confine their activities to a handful of specialised businesses.

Hongkong Bank of Canada - a subsidiary of HSBC, and the biggest foreign bank - has assets of C\$20bn (US\$14.7bn), compared with C\$48bn at National Bank of Canada, the smallest of the Big Six.

The foreign banks, especially those catering to large corporate customers, have already pressed for regulatory changes that would allow them to operate as branches of their parent companies, instead of setting up domestic subsidiaries.

The present system restricts their lending ability by limiting access to the parent's bal-

ance sheet. According to Mr Richard Lint, chief executive of Citibank Canada and chairman of the foreign-banks committee of the Canadian Bankers Association, "this is probably the number one topic for the Schedule 2 banks".

Mr Lint predicted foreign banks would expand their product range and tighten pricing if they could operate as branches. The chief executive of another foreign-owned bank said: "We certainly think it would help us win more mandates."

Australia and New Zealand have lifted similar restrictions on foreign-owned banks in the past seven years.

## Mexico shows great potential for insurers

Mexico's troubled banking sector may draw more attention, but its insurance industry is attracting foreign interest as domestic groups consolidate.

Though the sector is unproven and its current performance is faltering, banks and corporations believe it has potential.

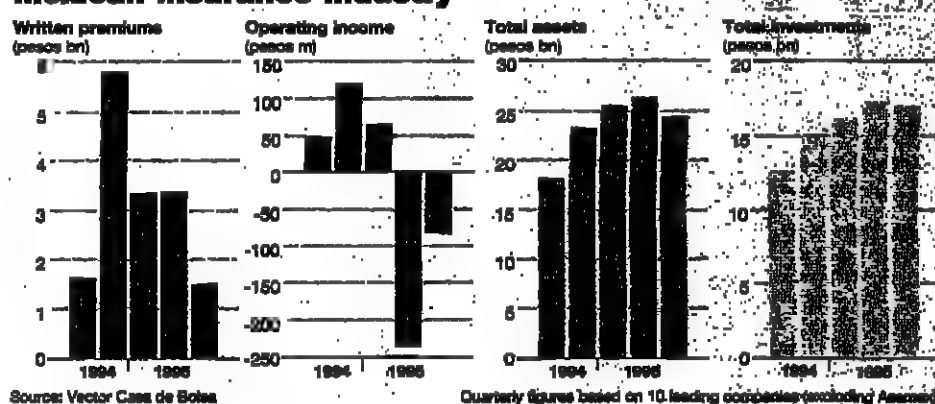
Industry insiders hope the imminent sale of Asemet, the country's third-largest insurer with 15 per cent of the national market, will prove a turning point. For a year the company has been in the hands of government regulators, who took control after its parent financial group failed in the wake of the peso devaluation and an insider loan scandal.

The bidding process is scheduled to close today, though complaints from prospective buyers that they have had insufficient time to complete due diligence may delay the sale until mid-April.

The sale follows a flurry of activity in the past six months. In September, the Dutch insurer Aegon bought 49 per cent of the emerging insurance business of Banco Nacional de México, the country's largest bank, for \$167m. The insurance arm of ING Barings began operating in the country in early January.

In February, Grupo Financiero Bancomer, the country's second-biggest financial services group, consolidated its control over Seguros Monter-

## Mexican Insurance Industry



Source: Vector Casa de Bolsa

Quarterly figures based on 10 leading companies (excluding Asemet)

rey Aetna - a joint venture with Aetna Life Insurance of the US - through a share exchange programme. In the same month, Aseguradora InverMex, the start-up insurance arm of financial services group InverMex, sold a 49 per cent stake for about \$18m to the Lincoln National Corporation, and changed its name to Inver-Lincoln.

Such transactions come at a time of higher crime rates and growing insecurity. In Mexico City, violent car thefts have doubled from an average of 46 a day in 1994 to 96 in 1995, and violent robberies of homes in the Mexico City area increased 30 per cent. But the greater risk has not translated into higher policy sales; premiums issued fell 13 per cent last year to 25bn pesos (\$3.32bn).

But the hope is that future growth will develop a largely untapped market. In 1993, only 1.5 per cent of gross domestic product went to insurance premiums, compared with 8.9 per cent for the US and 3.29 per cent for Chile. Today, according to the Mexican Association of Insurance Institutions, barely one-quarter of cars and only 3 per cent of homes are insured.

"We think this could be a \$80m market by 2000," says Mr George Henry, vice-president of international affairs at the American Insurance Association. "By that time, we would expect that foreign participants would have about 10 per cent."

Proposed reforms of the country's social security sector, announced this week, promise significant growth

opportunities, particularly in pensions and life insurance.

But the sector faces serious obstacles. Though there are no undisputed figures, tales of fraud and exaggeration of claims are common. "Patients will get extensive medical check-ups under policies meant to cover only medical emergencies, and the police will back up phoney stories of robberies for a small consideration," complains one insurance salesman.

Products are usually inflexible. Property insurance is almost exclusively based on real value rather than replacement cost.

"Almost all retail policies are uniform, and not patterned to individual clients. But that will change with greater competi-

tion," says Mr Juan Ignacio Gil Antón, head of the National Commission of Insurance.

One sign of the greater competition that gives Mr Gil heart is the number of banks starting up bancassurance - the combining of banking and insurance operations in one integrated group.

"The public has indicated it wants this kind of service," says Mr Enrique Castiella, director of InverLincoln, who hopes that bancassurance will establish a market share of 10-12 per cent for his company in the medium term.

Other companies have different strategies. Seguros Inbursa, part of Mr Carlos Slim's Grupo Financiero Inbursa, increased market share last year from about 8 per cent to 10 per cent, through measures such as slipping advertisements into the phone bills sent out by Telefonos de Mexico, the country's telephone monopoly.

Yet the hoped-for expansion is not imminent, since consumers' purchasing power is unlikely to recover in 1997 from present, depressed levels.

"Even if we do have a strong upturn, I do not think the market will grow much this year, or even for most of next year, because purchasing power lags behind," says Mr Rafael Belk, an analyst at Morgan Stanley in New York. "We have some way left to go."

Daniel Dombey

BZW has 37 offices in 28 countries. But it's not just being present in a market that counts. It's the quality of presence we have

**Leach**



# Property arm helps Ayala post sharp rise

By Edward Luce  
in Manila

Ayala Corp, the Philippines' largest diversified holding company, more than doubled net profits to 5.48bn pesos (US\$209m) in 1995 on the back of strong growth in all its subsidiaries.

The percentage growth figure was calculated after stripping out large non-recurring gains from 1994 through the sale of shares in various Ayala Corp subsidiaries.

Led by Ayala Land, which is listed separately from Ayala Corp's shares, the parent company said it had reaped the benefits of a rapidly growing

economy to post record profits last year.

Ayala Land - which earlier this year overtook San Miguel, the beer and consumer goods company, as the largest company on the Philippine Stock Exchange, with a market capitalisation of 145bn pesos - lifted recurring net profits by 44 per cent to 3.11bn pesos.

The company, which last week signed a joint venture with Hong Kong Land to develop a prime site in Manila's business district, said it had benefited from the property market boom in the capital.

Ayala Land said that with a relatively low debt/equity ratio

of 0.25:1, it was in a good position to fund further developments in the high end of the property market.

"Ayala Land is undoubtedly Ayala Corp's strongest subsidiary and its biggest asset," said Mr Matthew Sutherland, chief researcher at Asia Equity Securities.

"The company has made the most of the strong demand in the market for high-end residential and office space as well as low and middle income housing."

Ayala Land, which owns the bulk of Manila's main business district in Makati, has a p/e ratio of around 36 but is considered cheap, with a discount

to net asset value of about 30 per cent. Ayala Land's B shares, which are open to foreign buyers, closed steady yesterday at 38 pesos.

Ayala Land also unveiled plans yesterday to invest 250m pesos to upgrade Makati over the next three years.

Ayala Corp's other subsidiaries - the Bank of the Philippine Islands, Ayala Life, the group's insurance flagship, and Pure Foods, its consumer goods outlet - all posted healthy net income growth in 1995.

BPI, the country's third largest bank, said 50 per cent loan portfolio growth and 25 per cent deposit growth helped lift

earnings by 13 per cent to 1,599n pesos. The company boosted its equity base by 60 per cent to 5.1bn pesos last year.

Globe Telecom, Ayala's telecommunications arm, formed in 1994, posted a net loss of 155.4m pesos as expected, while increasing its total assets by 25 per cent to 7.4bn pesos. The group said strong growth in demand for mobile phones should push Globe into the black this year.

Globe is considered one of the strongest emerging competitors to the privatised Philippine Long Distance Telephone Company in the recently liberalised market.

## Orient Overseas climbs to \$66.8m

By John Ridding  
in Hong Kong

Orient Overseas (OOIL), the Hong Kong shipping group, yesterday announced net profits of US\$66.8m for 1995, an increase of just under 16 per cent from the previous year.

Mr Tung Chee-hwa, chairman, said increased capacity on certain routes and moves towards deregulation in the industry presented new challenges for the group.

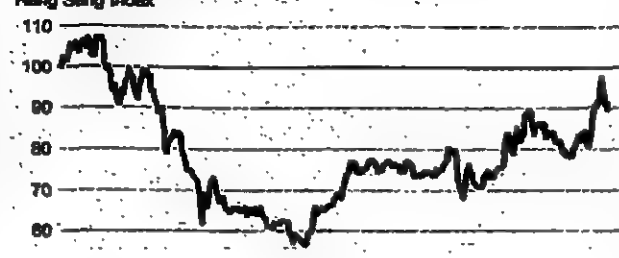
However, he said measures to control costs and improve efficiency would enable the group to sustain its profitability and struck an upbeat note about the company's prospects.

"We have built a solid foundation to become one of the world's most successful containerised transport companies," said Mr Tung, citing alliances with other international shipping groups, such as American President Lines, and large new vessels which have enabled economies of scale.

The Orient Overseas chairman, who is considered a strong candidate to become the chief executive of Hong Kong

Orient Overseas

Share price relative to the Hang Seng Index



Source: FT Data

after its handover to China next year, said continued growth in world trade and an improved product mix helped lift sales by 10.3 per cent to US\$1.57bn.

Mr Tung added that the company was continuing to expand its share of high growth markets, such as China. The company said investments in China had been increased by just over US\$17.3m last year, taking its total investment there to almost US\$82m.

Industry analysts said the

results were at the top end of expectations and underlined the recovery at the group, which was pushed to the brink of collapse by the shipping crisis of the mid-1980s.

"These are good results, and the increase in net profits is much bigger if you strip out last year's exceptional," said one shipping analyst.

Exceptional items, which totalled US\$50.7m in 1994, fell to US\$2.4m, while operating profits rose from US\$73.7m to US\$77.6m.

Earnings per share climbed from 10.4 cents to 12.3 cents, while the final dividend is being lifted by 33 per cent to 1.28 cents. This gives a total dividend for the year of 2.08 cents, a rise of 29 per cent.

Despite his optimism about the company's prospects, Mr Tung cited some negative short-term factors. He said the introduction of new capacity by the group and its competitors in the main trunk routes and moves towards deregulation in the US and Europe, meant there would be some reduction in average revenues per TEU (twenty-foot equivalent units).

As part of the group's fleet renewal programme, Orient Overseas sold two vessels last year. Three new vessels were delivered in the second half of 1995, while four new ships are to be delivered in the first half of this year. Two more vessels are due in 1997.

The rise in debt relating to the fleet modernisation programme increased the group's gearing ratio to 40 per cent, compared with 10 per cent at the end of 1994.

## Standard Chartered to arrange China loan

By Peter Montagnon,  
Asia Editor,  
in Hong Kong

Standard Chartered, the UK-based bank, is arranging a \$124m, seven-year credit for a power station project in Shanghai, believed to be the first international financing for such a venture in China for several months.

The loan will be part of a \$400m equivalent package being assembled to fund a joint power venture between General Electric of the US and Shanghai Municipal Electric Power, the local utility.

Other funds will be provided by the venture partners themselves and Chinese banks.

Chinese power station deals have become rare in recent months because of continuing uncertainty over how far China will insist on capping the rates of return which the projects can earn.

However, the fact that this one is going ahead shows that some companies at least can negotiate satisfactory returns.

The financing is also likely to attract attention because it is being arranged without a Chinese bank guarantee that the local currency debt service payments by Shanghai Municipal Power will be convertible into hard currency.

Such a guarantee is normally included to reduce the risk of power project financing, but Standard Chartered said the rarity value had created additional interest in the loan.

Mr David Jackson, deputy chief executive for investment banking, said the bank had been able to attract underwriting commitments to cover more than twice the amount sought.

He declined to disclose the pricing of the deal, final details of which are still under negotiation, but said Japanese banks had showed strong interest.

Some Japanese institutions have been cautious about international syndicated lending since a series of domestic banking problems forced them to pay a premium for funds in the interbank market at the turn of the year.

This loan is understood to offer margins high enough to attract even banks which are having to pay more for wholesale dollar deposits.

## Colonial Mutual bounces back to black

By Nikkai Tait in Sydney

Colonial Mutual, the Australian life insurer which owns the State Bank of New South Wales, yesterday announced a \$726m (US\$562m) profit after tax for 1995, a sharp turnaround from last year's \$261m loss.

The life office, which has said it wants to "demutualise" - turn itself into a conventional shareholder-owned company - also offered more detail on the likely timing. "In a practical sense, I think the earliest possible date to demutualise is sometime in 1997," Mr Peter Smedley, managing director, said.

"There is no doubt we will beat the December 1996 deadline," he added. Colonial Mutual's demutualisation is likely to be particularly complex because it has sizeable operations in the UK and New Zealand as well as Australia, and will need approvals from the regulators there.

Colonial's improved performance largely reflected a more favourable investment climate. Total revenue was up from \$386m to \$472m, with interest income rising from \$325m to \$419m and investment assets appreciating by \$61.1bn, compared with last year's \$41.02bn write-down.

The group said its operating

expenses, excluding those of SBNSW and one-off costs associated with the demutualisation and the restructuring of the UK and New Zealand businesses, were down.

Assets under management stood at \$33.4bn by the year-end, which Colonial said represented a \$2bn increase during the year after allowing for the closure of its Colonial Mutual Discount Company. Managed investment portfolio and unit trust funds rose, but assets under management at SBNSW were "slightly reduced".

The bank itself contributed an after-tax profit of \$105m. Colonial said it had been attempting to weight the lead-

ing portfolio away from large corporate loans, to improve risk exposure.

A "cross-selling" initiative has also started with Colonial's insurance franchisees selling housing loans, and State Bank bringing in new home insurance businesses.

Mr Smedley said he was fairly confident that "the underlying platforms of the business are in place to deliver profit", but warned that the company was subject to market fluctuations.

"I think the market this year is going to be pretty choppy and we have already seen the signs of that in the first two months."

## QBE Insurance closer to Vietnam deal

By Nikkai Tait

QBE Insurance, the Australian general insurer, said yesterday it had signed a memorandum of understanding with the Bank for Investment and Development of Vietnam, a first step in its efforts to establish an insurance joint venture in the country.

The partners are now applying for a joint venture insurance licence, and QBE said it proposed to start training Vietnamese graduates in Australia later this year, in preparation

for employment once this is issued.

The company had already flagged its intention to build up interests in China, India and Vietnam, although it had suggested that the sums invested in Vietnam would be modest.

It said yesterday the joint venture would allow BIDV, one of Vietnam's four largest state-owned banks, to sell specific insurance products to its customers.

© A South Australian Supreme Court hearing - designed to

inform the court of the outcome of various shareholder meetings called to approve a four-way merger of Normandy Mining and three associated companies into a \$3bn (US\$2.3bn) mining house - was adjourned yesterday until April 11.

At the meetings, held last Friday, most shareholders were in favour of transaction.

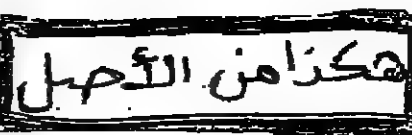
However, the participation of one of the companies - PosGold - in the scheme was blocked by Melbourne-based Newcrest Mining, which has

expressed a desire to merge with Normandy.

Newcrest holds a 12.5 per cent stake in PosGold, large enough for it to vote down the deal.

Since then, there has been speculation over whether Normandy will try to resurrect the plan, or whether Newcrest will feel obliged to make a bid.

Mr Robert Champion de Crespigny, Normandy's chairman, has said he is still confident his merger plan will go ahead.



## NOTICE

TO SHAREHOLDERS

IN STORA KOPPARBERGS BERGSLAGS AKTIEBOLAG

NOTICE IS HEREBY GIVEN THAT THE ANNUAL GENERAL MEETING OF THE COMPANY WILL BE HELD ON TUESDAY, APRIL 16, 1996, AT 3 P.M. AT THE LUGNET SPORTS CENTER IN FALUN, SWEDEN.

## NOTIFICATION

To be entitled to participate in the Meeting, shareholders must:

- be recorded in the Company's share register no later than Thursday, April 4, 1996
- notify that they intend to participate in the Meeting no later than 4.30 p.m., Thursday, April 11, 1996

Notification of participation can be made by telephone +46 (0) 23-78 25 61, or 78 21 72, by telefax +46 (0) 23-78 27 44, by e-mail to [stora.legal@plse.se](mailto:stora.legal@plse.se) or by mail to STORA, S-791 80 Falun, Sweden.

The STORA share register is maintained by the Swedish Securities Register Center (MPC AB). Shareholders in STORA are either registered as owners or through a trustee. Only shareholders registered as owners are entitled to participate in the Meeting.

Shareholders whose shares are deposited with the trustee department of a bank, or with a brokerage firm, are entitled to register the shares in the name of the trustee. However, to be entitled to participate in the Meeting, shareholders whose shares are held in the name of a trustee must register the shares in their own name. To ensure that shares can be registered in the name of the owner in time, shareholders whose shares are held in the name of a trustee, bank or broker, must request to have them registered in their own names prior to April 4, 1996.

## AGENDA

The matters addressed at the Meeting will conform to the Company's Articles of Association and the Swedish Companies Act. In addition, it has been proposed that §6 and §17 be amended in the Company's Articles of Association.

It is proposed by shareholders representing approximately 44% of the total voting rights that the Board be comprised of the following (all re-elections):

Bo Berggren	Palle Marcus
Jacob Wallenberg	Håkan Mogren
Claes Dahlbäck	Björn Svedberg
Lars Eggertz	Sven Söderberg
Lars Åke Helgesson	Tom Wachtmeister

The following Auditors have been proposed (all re-elections):

Caj Haglund, with Sten Lundvall as personal deputy  
Olaf Hierolf, with Lars G. Blund as personal deputy

## DIVIDEND PROPOSAL

The Board of Directors proposes that a dividend of SEK 3.75 per share be paid for the 1995 fiscal year and that April 19, 1996 be approved as the record date. If the Annual General Meeting approves the above proposal, it is expected that dividends can be distributed by the Swedish Securities Register Center (MPC AB) on April 26, 1996.

Falun, Sweden,  
March, 1996  
Board of Directors

**STORA**

### INVITATION FOR EXRESSION OF INTEREST FOR THE POSITION OF FINANCIAL ADVISER

The Public Gas Corporation of Greece (DEPA) S.A. was founded by the Public Petroleum Corporation in 1988 with the mission to introduce and promote the use of natural gas in Greece. DEPA recently founded three gas distribution subsidiaries (EDA) whose responsibility is the development and operation of gas distribution systems in their respective geographical areas. According to the Law 2384/95, the EDAs are required to initiate international public calls for tender seeking private investors/operators to participate up to a 49% share in the gas supply companies (EPA) which will be founded and to which the EDAs will endorse the distribution concessions foreseen by the aforementioned Law. The EDAs will retain the remaining percentage of shares.

**Selection Criteria**

DEPA intends to hire an international financial adviser who will support the EDAs in the process of selecting appropriate private investors to participate in the EPA's.

DEPA is inviting expressions of interest by major international financial institutions with extensive experience in the preparation and completion of:

- substantial transactions in natural gas distribution systems and
- concession transactions.

**Selection Process**

All interested parties may submit to DEPA their expression of interest accompanied by a detailed description of their activities and their relevant experience. Short-listed candidates will be invited to submit full technical and financial proposals. The ultimate selection criterion will be the proposed success fee. It is expected that the selection process will be completed within two months.

Interested parties may contact Mr. G. Primbas at the DEPA Procurement Department to obtain a full description of the selection process with the criteria and the timetable. The expression of interest must be received by Mr. Primbas no later than 15.00 hrs on April 10, 1996 at the following address:

DEPA S.A.  
Messogion 207,  
115 25 Athens, Greece.  
tel. (+31) 647.9481, 647.9505, fax (+31) 647.9504

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INVESTMENT BANKING. FROM A TO

REGULATED BY SECURITIES AND FUTURES AUTHORITY AND IMRO

A DIVISION OF BARCLAYS BANK PLC





## COMPANIES AND FINANCE: UK

Charge of £39m for further cost cutting at Cruzcampo

## Guinness falls 4% to £876m

By David Blackwell

Guinness, the spirits and brewing group that warned in January of an additional £38m restructuring charge, yesterday reported a 4 per cent decline in profits on flat sales last year.

Pre-tax profits fell from £915m to £876m (£1.34bn) on sales of £4.68bn (£4.69bn). The additional charge - mainly for another round of cost-cutting at Cruzcampo, the Spanish brewing subsidiary - took total reorganisation costs to £65m.

Without the charge, and following a fall in interest payable from £130m to £114m, profits were £940m, a 3 per cent rise.

Shares in the group fell 11½p to close at 460½p. While the group is expecting to write some price increases from the market this year, Mr Tony Greener, chairman, said he did not expect that trading conditions around the world would improve significantly. But he pledged to increase investment - which reached almost £300m last year - in

both spirits and beer, and to "assert leadership in the industry".

United Distillers, the spirits division, had not had an easy year, said Mr Greener. But the reorganisation of the business into six geographic regions had been completed, and sales of both Johnnie Walker whisky - the world's best selling spirit - and Gordon's gin had improved.

The division, which accounted for £35m of the reorganisation charge, made operating profits of £673m, down

from £700m previously. Spirits accounted for 56 per cent of total sales at £2.6bn, down 5 per cent.

The group said that after adjusting for currency exchange and a US disposal United's trading profits were down by 1 per cent. The decline was blamed on Japan, continental Europe and the secondary brands in the US. Profits from those three areas were down £51m, but profits from the rest of the world were 6 per cent ahead. UK profits grew 8 per cent to £54m.

## BET predicts sharp rise in profits

By Tim Burt and Geoff Dyer

BET, the business services group fighting a £1.3bn takeover bid from Rentokil, yesterday predicted a sharp rise in profits and renewed its attack on its UK rival.

Accusing Rentokil of trying to create a 1980s-style conglomerate, BET warned shareholders that they risked halving their dividend income if they accepted the

cash and paper offer from the industrial services and pest control business.

The company outstripped most analysts' expectations by predicting pre-tax profits would increase 28 per cent this year to about £12m.

Mr John Clark, BET's chief executive, said the profits forecast proved the group had outperformed Rentokil's own 20 per cent growth record.

American-born Mr Clark added: "We came in to fix this mother and now it's really growing."

Mr Clive Thompson, Rentokil chief executive, was unimpressed. He claimed BET shareholders would be disappointed by the figures and urged Mr Clark to consider recommending his offer.

"We are surprised that they were unable to produce more."

## Hepworth slips after setback in second half

By Andrew Taylor, Construction Correspondent

A free fall in UK housebuilding in the second half of last year meant Hepworth, the building materials and central heating boilers group, was unable to maintain full year profits.

The pre-tax outcome dipped to £274.5m (£114m) on turnover ahead 10 per cent to £765.5m. Mr John Carter, chief executive, said there had been a revival in UK house sales in the first three months of this year but this had yet to work through to increased construction.

Trading conditions in continental European markets, which had been adversely affected by poor weather in the opening months of 1996, also were likely to remain difficult.

As a result first half profits were unlikely to match last year's stronger showing, achieved before the UK housing market turned down.

Prospects for the second half of 1996, however, looked brighter provided the UK housing revival was not derailed by an early general election, said Mr Carter.

The company is seeking shareholder permission to buy back up to 10 per cent of its issued capital, although it has no intention of taking advantage of this authority in the immediate future.

"It is simply a good house-keeping measure," said Mr Carter.

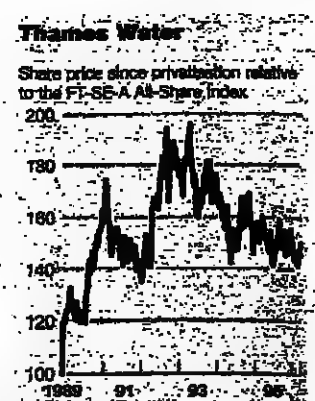
The building products division, which provides about 75 per cent of the UK market for large clay drainage pipes, was particularly badly hit by the decline in housebuilding. Profits in the second half tumbled 45 per cent to £5.3m and for the full year dipped to £16.1m (£19.8m).

Industry sales of central heating boilers in the UK fell by 9 per cent last year, reflecting lack of confidence in the housing market. As result the home products division dipped to £9m (£12.5m).

Sauzier Duval, the French-based boiler manufacturer, did well to hold profits at £25m in generally difficult continental European markets, Italy apart. The refractories division, increased profits reflecting strong world demand. Industrial sands rose to £11.8m.

LEX COMMENT  
Thames Water

Thames Water's diversification programme has been a disaster. Since privatisation the group has spent £120m on engineering and contracting businesses which have racked up losses of £70m. Now Thames is charging another £95m to get rid of most of them. At least this drastic action, coupled with the departure of the chief executive, should produce a cleaner group, focused on a well-run water utility. To regain credibility, the management must now concentrate on squeezing costs out of the water business and making sure that there are no more mistakes on the non-core side. Thames should also gear up its balance sheet by buying back shares or paying a mega-dividend. That would cheer investors up.



## BET/Rentokil

BET fired its big gun yesterday and nothing happened. Its forecast of a 28 per cent profit increase for the year to March failed to impress the market - the shares gained just 3p and stand only 2.5 per cent above the value of Rentokil's shares and cash offer. Nor does BET's argument that it is growing faster than Rentokil hold much water, since analysts expect BET's earnings growth to slow to 10 per cent in 1996/97. Rentokil is now in a very strong position. Its own shares have been rising, making it easier to finance an increased offer. As it stands it could probably risk raising its bid by a marginal 10p and touch it out. BET's reluctance to negotiate with Rentokil looks increasingly short-sighted.

## DIGEST

## £95m charge as Thames retreats

Mr Michael Hoffman stepped down as chief executive of Thames Water yesterday after the board sanctioned a £95m (£145m) restructuring to reverse the group's disastrous diversification into overseas contracting.

The restructuring, which follows an eight-month strategic review, will see Thames sell 60 per cent of the businesses it acquired in a diversification programme to build revenues from outside its heavily regulated core business of water supply and sewerage disposal in the UK.

In the first four years after privatisation in 1989 the group spent more than £120m on acquisitions - most of them in the water processing design and construction overseas - but they subsequently cost Thames about £70m in operating losses, including £26m in the latest financial year.

The stock market welcomed the news, with Thames shares climbing 17p to 675p.

Mr Robert Miller-Bakewell, analyst at NatWest Securities, said: "They've cleaned up the problems in the business but this is 2½ years overdue."

Patrick Harrison

## Sun Alliance in Friends talks

Sun Alliance, the composite insurance group, is in informal talks with Friends Provident, the mutual life insurer, about the possibility of acquiring the business.

Discussions are at an early stage, but both companies have made clear they wish to participate in the shake-out restructuring of the UK life insurance sector.

A combined group would be likely to retain the Friends Provident brand name, which would give Sun Alliance a high-profile presence for selling life and investments through independent financial advisers.

Allison Smith and Ralph Atkins

## Blagden back in black with £9m

Blagden Industries, the steel drum, chemicals and protective equipment group, consolidated its recovery in the second half of last year, returning to the black with pre-tax profits of £9m for the 12 months. Blagden, which has restructured all operations and sold unprofitable businesses, said recovery had occurred at a "more rapid pace than was originally anticipated" in the second half. This compared with losses of £5.6m in 1994, struck after exceptional charges of £7.3m. Motoko Rich

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Time for year	Total for year
Abbott Mead Vickers	Yr to Dec 31 1995 (242.2)	10.4 (8.22)	19.33 (15.98)	8.25	June 7	5.15	9	7.4
Applied Discrete	Yr to Dec 31 1995 (32.5)	5.07 (4.01)	10.41 (8.7)	3	May 22	2.7	4.5	4
APV	Yr to Dec 31 1995 (85.9)	26.94 (19.21)	7.3 (5.3)	1.7	July 1	1.7	2.7	2.7
Barton Batteries S	Yr to Dec 31 1995 (5.8)	0.31 (0.27)	2.8 (1.8)	0.2	May 24	0.2	0.2	0.2
Blagden Inds	Yr to Dec 31 1995 (234.3)	9.06 (5.84)	8.3 (11.5)	2.5	May 24	0.85	1.25	1.25
Breadalife	Yr to Dec 31 1995 (21.9)	1.58 (1.52)	1.7 (1.7)	0.83	May 28	3.5	0.9	0.9
Castles	Yr to Dec 31 1995 (230.1)	28.2 (16.74)	14.9 (8.7)	4.45	Apr 30	-	-	-
Colson	Yr to Dec 31 1995 (136.2)	3.88 (3.02)	12 (9.5)	2	Apr 30	-	-	-
Division	Yr to Dec 31 1995 (4.8)	3.99 (1.44)	8.21 (4.1)	-	-	-	-	-
Energy & General	Yr to Dec 31 1995 (7.8)	1.33 (1.72)	8.1 (7.8)	0.8	May 24	7	11	10
Flora	Yr to Dec 31 1995 (11.5)	8.08 (1.2)	12.7 (17.8)	0.8	May 24	7	11	10
First	Yr to Dec 31 1995 (223.4)	11.14 (10.6)	10.2 (11)	3.6	July 1	3.2	7	5.8
Geest	Yr to Dec 31 1995 (65.9)	0.64 (1.3)	3.5 (13.2)	4.4	July 1	4.4	0.1	0.1
Glencon (M)	6 mths to Dec 31 1995 (84.9)	3.58 (3.24)	22.87 (21.55)	3.75	June 28	3.65	14.9	15
Guinness	Yr to Dec 31 1995 (4.0)	0.76 (0.9)	28.4 (31.8)	10.7	May 21	8.8	14.9	15
Hepworth	Yr to Dec 31 1995 (765.9)	74.5 (75.5)	20.8 (21.6)	9.35	July 12	9.35	14.95	14.95
Invesco	Yr to Dec 31 1995 (178.6)	50.4 (38.3)	13.7 (11.7)	4.4	July 1	3.55	6.75	4.75
Irish Life & Lloyds	Yr to Dec 31 1995 (1.2)	0.1 (0.1)	11.59 (11.22)	7.75	May 24	7	11	10
Lafarge	6 mths to Dec 31 1995 (1.2)	0.1 (0.1)	11.59 (11.22)	7.75	May 24	7	11	10
Mandars	Yr to Dec 31 1995 (17.9)	11.64 (13.9)	20.24 (41.09)	8.4	May 31	8.1	11.5	11
Mandars (John)	6 mths to Dec 31 1995 (37.8)	2.53 (3.6)	6.76 (9.67)	2.45	Apr 28	2.45	-	0.7
Midland Independent	Yr to Dec 31 1995 (89.5)	18.3 (12.7)	7.91 (8.94)	2.3	June 8	2.2	3.3	3.3
National Express	Yr to Dec 31 1995 (317.7)	11.0 (11.0)	11.59 (11.22)	7.75	May 24	7	11	10
Quality Software	Yr to Dec 31 1995 (21.3)	0.54 (2.5)	5.21 (26.9)	1.5	July 17	5.5	3	4.5
Rae Brothers	Yr to Dec 31 1995 (1.3)	1.34 (1.18)	2.08 (2.01)	0.3	May 15	0.5	1	1
Refert	Yr to Dec 31 1995 (80)	17.1 (15.3)	14.1 (11.1)	11.1	May 25	2.6	5.4	4.8
Service	Yr to Dec 31 1995 (127.9)	5.86 (2.91)	10.7 (8.4)	2.9	May 28	2.5	4.3	3.8
TDS Circuits S	Yr to Dec 31 1995 (10.1)	0.28 (0.45)	0.01 (7.48)	0.1	May 28	2.5	4.3	3.8
Try	Yr to Dec 31 1995 (130.1)	4.39 (4.02)	6.35 (0.8)	0.5	May 28	2.5	4.3	3.8

Investment Trusts

	NAV (p)	Attributable earnings (p)	EPS (p)	Current dividend (p)	Date of payment	Corresponding dividend	Time for year	Total for year
Easton Preferred	Yr to Jan 31 1995 (144)	0.116 (0.116)	0.49 (0.49)	0.49	May 24	0.49	0.49	0.49
Foreign & Colonial	Yr to Dec 31 1995 (134.7)	2.55 (2.55)	1.4386 (1.4386)	1.4386	Apr 28	1.2787	2.0885	1.8787
Premier	6 mths to Feb 29 1995 (78.4)	0.370 (0.413)	1.9 (2.06)	1.3	May 15	1	-	3.94

Figures shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10p increased capital. £100m stock. Foreign income dividend. \*\*Part PD. \*Foreign currency. +Comparatives restated. \*Includes 0.5p special.



INVESCO PLC

Your Global Investment Partner

## 1995 Results

	1995	1994
Pre-tax profits	£50.4m	£39.3m
Earnings per share	15.1p	13.0p
Dividend per share	5.75p	4.75p
Funds under management	£53.8bn	£41.7bn
	(US\$83.6bn)	(US\$65.5bn)

- 1995 Pre-tax profits up 28%
- Earnings per share up by 16%
- Dividend increased by 21%, for tax-paying shareholders
- Funds under management increased by 29%
- Improved operating margins

"I am delighted with our 1995 record performance and the encouraging trends thus far in 1996, which confirm the Board's belief that INVESCO is positioned to deliver substantial growth and profitability for our shareholders, subject, as always, to the world capital markets. Our global partnership philosophy implemented in recent years has clearly aligned the interests of our senior management with those of our shareholders. With INVESCO's global network, diversity of client base, range of products, disciplined investment style, distribution channels, strong management team and independence, we are continuing to develop the Group as one of the pre-eminent global investment management companies."

Charles W Brady  
Chairman

If you would like to reserve a copy of the Annual Report, please write to INVESCO PLC, 11 Devonshire Square, London EC2M 4YR

**Coventry Building Society**

£100,000,000

Floating rate notes 1997

Notice is hereby given that for the interest period 20 March 1996 to 20 June 1996 the notes will carry an interest rate of 6.25% per annum. Interest payable on 20 June 1996 will amount to £157.10 per £10,000.00 note.

Agent: Morgan Guaranty Trust Company

**JPMorgan**

**USD 70,000,000**

**YCM INVESTMENTS N.V.**

Guaranteed Secured Floating Rate Notes due 2001

Interest Rate 5.75%

Interest Period March 20, 1996 to September 20, 1996

Interest Amount due on September 20, 1996 per USD 100,000 USD 2,938.88

**BANQUE GENERALE DU LUXEMBOURG**

Agent Bank

To the Shareholders of

**SVENSKA SELECTION FUND**

(Société d'investissement à capital variable)

You are hereby convened to attend the

**Ordinary General Meeting**

of Svenska Selection Fund, which is going to be held on April 20, 1996 at 14.45 p.m. at the Head Office, 145, bd de la Péruasse, L-2330 Luxembourg with the following

**AGENDA**

1. Reports of the Board of Directors and the Auditors.
2. Report of the Independent Auditor about the financial situation of this corporation.
3. Approval of the Balance Sheet and the Profit and Loss statement as at December 31st, 1995.
4. Discharge to the Directors and to the statutory Auditor.
5. Statutory elections.
6. Miscellaneous.

Yours faithfully,  
The Board of Directors

**Midland Bank plc**

(Incorporated with limited liability in England)

US\$500,000,000 Undated Floating Rate Primary Capital Notes

The Rate of Interest has been fixed at 5.75% p.a. The interest payable on the relevant Interest Payment Date September 23, 1995 against coupon No. 22 in respect of US\$10,000 nominal of the Notes will be US\$295.49.

Citibank, N.A. (Issuer Services), Agent Bank March 22, 1996

**Province de Québec**

Floating Rate Notes Due 1999

Notice is hereby given that for the interest period from March 22, 1996 to June 24, 1996 the Notes will carry an interest rate of 0.80338%.

The interest payable on the relevant interest payment date, March 22, 1996 will be \$1,056,681 per \$500,000,000 nominal amount.

By: The Citibank Trust, S.A. Agent Bank March 22, 1996

**COFINOGA FRF 1,000,000,000**

FLOATER EIGHTEEN MONTH NOTES DUE 1997

ISIN CODE: XS0006204968

For the period March 20, 1996 to June 20, 1996 the new rate has been fixed at 4.33203% p.a.

Next payment date: June 20, 1996

Coupon no:2

Amount: FRF 110,71 on each FRF 10 000 Principal Amount of the Notes

**THE PRINCIPAL PAYING AGENT**

**SOCIÉTÉ GÉNÉRALE BANK & TRUST LUXEMBOURG**

**THE EMERGING MARKETS STRATEGIC FUND**

Registered Office: L-1478 Luxembourg, 69 route d'Esch, R.C. Luxembourg 8.35.35

Notice is hereby given to the shareholders that the ANNUAL GENERAL MEETING of shareholders of the Emerging Markets Strategic Fund will be held at the head office of Banque Internationale à Luxembourg, Société Anonyme, 69 route d'Esch, Luxembourg, on April 4, 1996 at 11 am with the following agenda:

1. Submission of the Report of the Board of Directors and of the Auditor;
2. Approval of the Statement of Assets and Liabilities and of the Statement of Operations for the year ended as at December 31, 1995; Appropriation of the results;
3. Discharge to the Directors;
4. Receipt of an action on appointment of the Directors and of the Auditor;
5. Miscellaneous.

The Shareholders are advised that no quorum is required for the meeting on the agenda of the Annual General Meeting and the decisions will be taken on simple majority of the shares present or represented at the Meeting.

In order to attend the meeting the owners of bearer shares will have to deposit their shares five clear days before the meeting with Banque Internationale à Luxembourg, 69 route d'Esch, Luxembourg

The Board of Directors

**adidas AG**

Herzogenaurach, Germany

**Annual Report**

The Annual Report for adidas AG for the year ended 31 December 1995 may be obtained from Investor Relations, adidas AG, Ad-Dassler-Str. 1-2, 91074 Herzogenaurach, Germany.

Moreover, the financial statements can be accessed via Internet, at the following addresses: <http://www.adidas.de> and <http://www.adidas.com> in the US.

Herzogenaurach, March 1996

The Management Board



# LME tries to ease lead squeeze

By Kenneth Gooding, Mining Correspondent

The London Metal Exchange board took emergency action yesterday to prevent "an undesirable situation" developing in its lead market, which is in the grip of a ferocious technical squeeze.

Traders were taken by surprise when Mr David King, the chief executive, halted trading just after midday to announce that the LME was limiting the cost of carrying over a short position in lead for one day to \$27 a tonne.

Earlier this week the premium reached \$40 and when Mr King interrupted trading it was about \$38. In after-hours trading last night it had retreated to \$25. Lead is used mainly in batteries.

Mr King said later that the lead market remained orderly at present but, because of the genuine tightness in lead supplies, "some constraints were necessary to keep it orderly."

He pointed out that the LME had a legal duty to maintain an orderly market. It also owed a duty to the industries that used the market to hedge their risks. About 90 per cent of base metals industries used LME settlement prices and they expected those prices to reflect the fundamental supply-demand situation.

Some traders complained that the LME's action once again favoured those who had "gone short" of metal, or sold lead they did not own on the expectation that the price would fall and they could buy it later and pocket the profit.

However, Mr Robin Bahr, analyst at Brander's, the technical trading subsidiary, insisted: "The LME's action was justified. It acted at an early enough stage to prevent the situation getting more nasty. The lead market had got too hot to handle, but this should calm it down."

In spite of Mr King's intervention, lead prices still rose yesterday. Metal for immediate delivery closed last night at



David King: "Some constraints were necessary" to keep the market orderly.

\$327.50 a tonne, up \$14.50, while lead for delivery in three months was \$313.50, up \$2.50. This meant the premium for immediate delivery, or back-wardation, increased from \$101.75 a tonne to \$114.

A senior official at Glencore, the Switzerland-based international trading group widely believed to be one of those squeezing the lead market, told the Reuters news agency that the price was "the best demonstration of the extent of the tightness". Normally prices would fall in reaction to direct exchange intervention of this nature.

The Glencore official said the \$27 a day limit looked "slightly low considering the lack of physical metal available."

Lead stocks in LME-authorized warehouses have fallen from a peak of 372,650 tonnes in October 1994 to 88,175 tonnes, a critical level. The Glencore official said he estimated that another 35,000 tonnes would be removed before long and Glencore itself "will lift quite a lot of physical material out of warehouses."

Mr Bahr pointed out that the LME board could take further action to prevent the situation deteriorating - for example, limiting the premium between cash and three-month metal.

# Health and environment enlisted in tea sales drive

Alison Maitland on efforts to combat the unglamorous image the beverage presents to investors

Seduction in a stately home over a pot of finely brewed tea? Scarcely likely. While coffee-drinkers are advertised as suave, sexy and powerful, tea advertisements in the UK stick to talking chimpanzees and cartoon men in cloth caps.

The same is true of investment in the world's favourite warm beverage. The dizzy upward spiral in the price of coffee in 1994 turned it into the hottest food commodity of the year. Yet one does not hear of speculative money pouring into tea.

"Tea is not a very glamorous investment," agrees Mr Philip Magor, managing director of Williamson Tea, which produces 10 per cent of India's crop.

"The most obvious reasons for this contrast between tea and coffee are that tea prices at the London auction are the same today as 15 years ago in absolute terms - and there are no futures contracts in tea, and thus no opportunity for price speculation."

Tea prices have remained depressed except for two periods when they shot upwards - in 1983-84 when the Indian government restricted exports, and in 1993-94, following a drought in the tea producing regions of south-east Africa, southern India and Sri Lanka. "It's very bad, to put it

politely," says Mr Illyd Lewis, executive director of the London-based Tea Council, a promotional body.

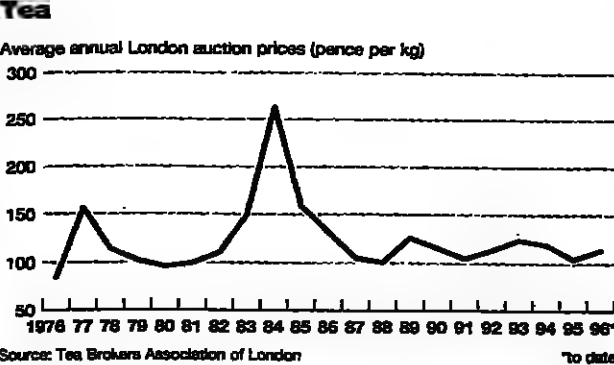
Mr Lewis blames chronic oversupply with a surplus running at about 80,000 tonnes a year, against overall production of 3.5m tonnes.

With the exception of India, tea is only marginally profitable in most producing countries, according to Mr Timothy Carter, senior partner at tea brokers Thompson Lloyd & Ewart. "Tea estates for sale in Malawi or Tanzania are not exactly being snapped up," he says.

Mr Magor says there would have been "a big, big problem" for tea producers if it had not been that developing countries like India and Kenya had seen their currencies devalue and returns on tea exports increased.

He explains that tea estates swallow capital, and the return is not as attractive as in industries such as technology or services. "Tea is a very long-term prospect. The barrier to entry is huge." Thus the most recent investments have been quasi-governmental, rather than commercial, such as those by the Commonwealth Development Corporation in ailing estates in east Africa.

Mr Magor is, however, optimistic about the opportunities in India, where Williamson Tea



Source: Tea Brokers Association of London

reinvests its profits in upgrading and replanting to improve efficiency and yields. "Organic expansion" has to have the highest potential for meeting the expected growth in demand for tea in the next 30 years.

In India, 70 per cent of production is consumed domestically. But Mr Magor points out that there is huge room for increased sales - per capita consumption is still only 0.7kg a year, compared with over 3kg in Ireland and 2.8kg in the UK.

Other tea specialists point to Sri Lanka and Kenya as offering potential attractions. Sri Lanka's estates, on a bumpy road to privatisation, have already attracted interest from large domestic companies and from India. Kenya, straddling the equator, has year-round

production, low production costs, good communications and possibilities for further expansion in what is a relatively young industry.

A part from buying in directly, the only way to invest is to acquire shares of listed tea companies. Experts attribute the lack of a futures market to the variable nature of tea and its relatively short shelf-life. "It's 100 different commodities," says Mr Carter.

Picking takes place every eight days to two weeks for much of the year, rather than once or twice a year like other soft commodities, and quality at each successive plucking can be affected by factors such as whether it is rain-

ing. "There are so many intangibles about producing it, from the weather to how the earth reacts to fertiliser when conditions are not ideal," says Mr Michael Dennehey, group accountant at Moran, which has four tea gardens covering over 2,000 hectares in Assam. "It's a very difficult commodity to analyse because it's so variable."

Tea cannot be stockpiled like coffee, depriving producers of the weapon of withholding exports on a massive scale until prices pick up. It keeps for 18 months to two years at most, whereas raw coffee beans can be kept for many years.

Experts say the industry is adept at rectifying shortages swiftly. It is also less prone to the rumour and speculation that set the coffee market alight periodically, because information about tea supplies is more accurate and transparent. "Nobody has been able to convince the tea industry a futures market would be beneficial," says Mr Magor.

Another factor is that there is no simple demarcation between tea buyers and sellers. Companies making tea-bags for UK supermarkets, for example, produce most of the tea they use themselves but also buy some high-quality teas from specialists like Moran to improve the blend.

So is tea condemned to remain the preserve of the specialists, or could it attract the more general investor one day? Marketing may provide part of the answer. The Common Fund for Commodities, a United Nations body, is investing \$4.6m between 1995 and 1999 to promote the health properties of tea. Mr Lewis says both producer and consumer countries are contributing. The idea is to wipe out the annual surplus by increasing worldwide consumption.

He argues that tea is environmentally sound because it provides "a solid table of green matter" that helps the atmosphere and stops soil erosion. It tends to be grown at higher altitudes, avoiding the need for a lot of pesticides. It is cheap, calorie-free, contains potassium, zinc and some fluorides, and could be useful in preventing diseases such as cancer and stroke, he says. Some of the funding will research the role of black tea in preventative medicine.

If this work is successful, it may attract fresh investment interest in tea. There is also the unknown, as Mr Magor points out. Tea prices might suddenly take off if drought or civil war hit several major producing regions at the same time. That, however, is like taking a bet after reading the tea leaves at the bottom of the cup.

# Technology seen depressing cobalt price

By Kenneth Gooding, Mining Correspondent

Cobalt prices will be under severe downward pressure by the end of this decade because of a new technology that is likely to be widely used in future, according to the Brook Hunt metals consultancy.

The technology, known as pressure acid leaching, increases the recovery of cobalt as a by-product when laterite nickel ore is treated. Brook Hunt analysed seven

potential pressure acid leaching projects that have the potential to deliver more than 20,000 tonnes of cobalt to the market. "This would double the western world's existing annual cobalt output, putting severe downward pressure on prices," says Brook Hunt in its latest Nickel Industry Cost Study.

The huge Voisey's Bay nickel-cobalt discovery in Labrador, which the owners hope to bring into production before the end of this decade, has the

potential to add another 3,500 tonnes of cobalt to supply. Brook Hunt warns: "Lower cobalt prices in the future should be factored into any current evaluation of new nickel projects which rely on significant [cobalt] by-product credits to enhance returns."

The study also suggests that the impact of the extra, low-cost material from Voisey's Bay is likely to cut the average western world cash cost of producing nickel from sulphide

ore by 20 per cent when it comes into production. It estimates that at present the global average works out at just under \$1.60 a pound (equivalent to about \$3,500 a tonne).

Brook Hunt identified 23 potential new nickel projects with a combined annual capacity of 600,000 tonnes - equivalent to more than 90 per cent of present western world production. But so far only four of them have been given the go-ahead.

# MIM finds more gold

By Niklaid Tait in Sydney

MIM, the Queensland-based mining group has announced the discovery of a "significant" new gold deposit at its Sarsfield prospect in north Queensland. Shares in the company jumped on the news.

MIM said that such an intensive drilling programme over the past year had outlined resources and reserves totalling around 24m tonnes, with a grade of 1.4 grams per tonne. This indicated around 1.1m ounces of contained gold.

The company said that it would immediately begin a feasibility study into whether - or how - the resource should be developed.

Most of the deposit was less than 150 metres below the surface, so open-pit mining would be considered, it added.

There was a knock-on effect for Haoma Mining, MIM's junior partner in the Nolan's gold project at Ravenswood, which came into production last year. Nolan's processing plant is one kilometre south of Sarsfield.

## COMMODITIES PRICES

### BASE METALS

LONDON METAL EXCHANGE (Prices from Amalgamated Metal Trading)

ALUMINIUM, 99.99% (per tonne)

	Close	Settle
Previous	1845-46	1870-77
High/Low	1825-24	1855-58
AM Official	1862/1683	1862/1683
Karb close	1865-67	1867-67.5
Open int.	211,123	1674-75
Total daily turnover	98,297	

ALUMINIUM TUMOR (per tonne)

	Close	Settle
Previous	1380-80	1400-80
High/Low	1370-80	1410-15
AM Official	1380-80	1435/1400
Karb close	1422-25	1422-25
Open int.	5,575	1420-30
Total daily turnover	1,221	

LEAD (per tonne)

	Close	Settle
Previous	885-80	812.5-14.5
High/Low	912-14	811-11.5
AM Official	890/887	818/808
Karb close	890-90	807-08
Open int.	41,481	
Total daily turnover	11,501	

NICKEL (per tonne)

	Close	Settle
Previous	8400-10	8480-25
High/Low	8200-20	8345-48
AM Official	8200/8200	8500/8350
Karb close	8200-25	8200-25
Open int.	40,543	8475-85
Total daily turnover	14,808	

TIN (per tonne)

	Close	Settle
Previous	8445-50	8475-50
High/Low	8370-50	8400-405
AM Official	8385-45	8430/8380
Karb close	8385-45	8430-40
Open int.	16,789	
Total daily turnover	5,020	

ZINC, special high grade (per tonne)

	Close	Settle
Previous	1073-74	1088-67
High/Low	1070-74	1084-65
AM Official	1071-72	1100/1082
Karb close	1071-72	1084-65
Open int.	70,439	1093-94
Total daily turnover	10,482	

COPPER, grade A (per tonne)

	Close	Settle
Previous	2562-84	2550-51
High/Low	2543-44	2535-36
AM Official	2548/2547	2555/2542
Karb close	2548-48	2540-41
Open int.	173,194	2545-48
Total daily turnover	56,508	

LME AIA Official 24h futures 1.2574

LME AIA Official 24h futures 1.5270

Spec 1.5282 3 sets 1.5240 6 sets 1.5219 9 sets 1.5238

HIGH GRADE COPPER COMEX

	Settle	High	Low	Open
Mar	117.30	118.45	117.30	571,268
Apr	117.75	118.20	117.50	112,200
May	118.20	118.70	118.00	6,137,268
Jun	118.75	119.20	118.50	6,865
Jul	119.20	119.70	119.00	927,812
Aug	119.75	120.20	119.50	147,280
Total				7,946,426

PRECIOUS METALS

LONDON GOLD MARKET (Prices supplied by N M Rothschild)

	Gold (Troy oz)	\$ price	£ equiv	SFR equiv
Close	385.60-387.00			
Open	385.00-385.40			
Morning fix	385.30	258.855	472.186	
Afternoon fix	385.50	257.347	472.981	
Day's low	384.80-385.20			
Previous close	384.80-385.20			

Loco Asia Minor Gold Landing Rates (in US\$)

	1 month	3 months	6 months	12 months
Mar	4.32	4.34	4.35	4.37
Apr	4.33	4.35	4.36	4.38
May	4.34	4.36	4.37	4.39
Jun	4.35	4.37	4.38	4.40
Jul	4.36	4.38	4.39	4.41
Aug	4.37	4.39	4.40	4.42
Sep	4.38	4.40	4.41	4.43
Oct	4.39	4.41	4.42	4.44
Nov	4.40	4.42	4.43	4.45
Dec	4.41	4.43	4.44	4.46
Total				60-82

Unleaded Gasoline

	Settle	High	Low	Open
Mar	1.238	1.240	1.236	24,879
Apr	1.239	1.241	1.235	24,828
May	1.240	1.242	1.234	24,827
Jun	1.241	1.243	1.233	1,914
Jul	1.242	1.244	1.232	830
Aug	1.243	1.245	1.231	1,112
Sep	1.244	1.246	1.230	11,824
Total				57,339

WHEAT (2,000 US bushels)

	Settle	High	Low	Open
Mar	63.05	63.10	62.90	15,228
Apr	63.15	63.20	62.95	15,228
May	63.25	63.30	63.05	15,228
Jun	63.35	63.40	63.15	15,228
Jul	63.45	63.50	63.25	15,228
Aug	63.55	63.60	63.35	15,228
Sep	63.65	63.70	63.45	15,228
Oct	63.75	63.80	63.55	15,228
Nov	63.85	63.90	63.65	15,228
Dec	63.95	64.00	63.75	15,228
Total				141,828

WHEAT (2,000 US bushels)

	Settle	High	Low	Open
Mar	63.05	63.10	62.90	15,228
Apr	63.15	63.20	62.95	15,228
May	63.25	63.30	63.05	15,228
Jun	63.35	63.40	63.15	15,228
Jul	63.45	63.50	63.25	15,228
Aug	63.55	63.60	63.35	15,228
Sep	63.65	63.70	63.45	15,228
Oct	63.75	63.80	63.55	15,228
Nov	63.85	63.90	63.65	15,228
Dec	63.95	64.00	63.75	15,228
Total				141,828

### Precious Metals continued

GOLD COMEX (100 Troy oz, \$/troy oz)

	Settle	High	Low	Open
Mar	385.3	386.2	384.4	571,268
Apr	385.7	386.6	383.9	60,777
May	386.1	387.0	384.3	5,553
Jun	386.5	387.4	384.7	17,129
Jul	386.9	387.8	385.1	182,592
Aug	387.3	388.2	385.5	182,592
Sep	387.7	388.6	385.9	182,592
Oct	388.1	389.0	386.3	182,592
Nov	388.5	389.4	386.7	182,592
Dec	388.9	389.8	387.1	182,592
Total				38,002,182,592

PLATINUM NYMEX (50 Troy oz, \$/troy oz)

	Settle	High	Low	Open
Mar	414.1	415.8	412.4	1,555
Apr	414.5	416.2	411.1	387,027
May	414.9	416.6	411.5	1,555
Jun	415.3	417.0	411.9	2,781
Jul	415.7	417.4	412.3	1,336
Aug	416.1	417.8	412.7	3,987
Sep	416.5	418.2	413.1	3,987
Oct	416.9	418.6	413.5	3,987
Nov	417.3	419.0	413.9	3,987
Dec	417.7	419.4	414.3	3,987
Total				3,987,398,749

PALLADIUM NYMEX (100 Troy oz, \$/troy oz)

Apr	425.3	+0.6	-
Total			
■ PALLADIUM NYMEX (100 Troy)			
Mar	140.58	+0.70	-
Jun	141.45	+0.70	141.50 140.5



## KfW decides on 12-year maturity for FFr2bn issue

to their "cross-collateralisation" with assets from the subordinated tranches.

Elsewhere, Toronto Dominion Bank launched a six-year deal in Australian dollars for New South Wales. A five-year maturity was initially envisaged, but was later lengthened due to "specific demand by bullish investors wanting to increase their duration", the lead manager said.

The bonds will come in two tranches, maturing in five and 10 years. Pricing was initially announced at 38 to 40 basis points and 50 basis points over five and 10-year US Treasuries respectively, but the strong demand has tempted the lead managers to be less generous by about 3 to 5 basis points. Syndicate managers in London said an increase in the amount to \$2bn could not be ruled out.

Investment	Amount Mn	Coupon %	Price	Maturity	Yield	Spread bps	Book-Value/
US DOL 1998	100	6.00	100.00	Nov 1997	0.1825R		Merrill Lynch
CPC-PAT 1996-1, Cte A2A11c	645	(a1)	(a1)R	Nov 1997	0.1825R		Merrill Lynch
CPC-PAT 1996-1, Cte A3A21c	400	(a2)	(a2)R	Nov 1987	0.1725R		Merrill Lynch
US DOL 1998	275	6.00	99.69R	Apr 2000	0.235R	(a6)	Barclays de Zeeuw Wold
Bt Securities (Canada)	150	(b1)	99.89R	Mar 1999	0.071R		Barclays de Zeeuw Wold
INPRA	75	11.75R	98.577R	Mar 1998	1.00R	+650/16-16	Salem Brothers Intl
Green Railway Finance Corp	60		100.00R	Mar 2000	0.575R		AMZ
D-MARK							
Deutsche Bank	500	A1(a)	99.84R	Apr 1999	0.1675R	+345/14-14	HSBC Thinkink
GZB	300	(b1)	100.04	Apr 2000	0.20		DZ Bank
Republic of Ireland	280	(a1)	100.00R	Jun 2001	0.178R		Citibank
Deutsche Finance	100	0.25	100.07	Jun 2001	0.00		Deutsche Bank-ICI
STERLING							
TAGS No 1, Class A111c	95	(a2)	99.89R	Sep 2037	nonaR		MidWest Capital Markets
TAGS No 1, Class A213c	95	(a1,a)	99.91R	Sep 2037	0.078R		MidWest Capital Markets
GUILDERS							
Alcon Mobel	300	5.75	98.45R	Apr 2001	0.30R	+300/14-14	ING Barings
FRENCH FRANCS							
KW International Finance	75	5.75	99.18R	Apr 2000	0.235R	+75	Boatland Bank
AUSTRALIAN DOLLARS							
New South Wales Treasury Corp	100	5.75	101.59	Sep 2002	2.00		Toronto Dominion Bank

per cent in 1984 and 33 per cent in the late 1980s.

The Philippine government, which has won international acclaim for its debt management strategy, moving from "severely indebted" status to middle-debt levels in the five years to 1990, graduated last year from the Paris Club of multilateral creditors.

However, total interest payments, which include peso-denominated domestic liabilities, consume about 40 per cent

FT-ACTUARIES		FIXED INT	
Price Indices		Thu	Mon
UK Gilts		Mar 21	Mar 21
Up to 5 years (99)		121.33	
5-15 years (118)		145.84	
Over 15 years (19)		158.92	
All investments (50)		152.03	
All stocks (59)		140.92	

Index-linked	
Up to 5 years (1)	198.91
Over 5 years (11)	193.87
All stocks (12)	184.04

Average gross redemption yields are shown above

FT FIXED INTEREST INDEX			
	Mar 21	Mar 21	Mar 21
Govt. Secs. (UK)	92.66	92.45	92.41
Fixed Interest	110.80	110.78	110.64

For 1979/80, Government Securities have been weighted at 10/100 and Fixed Interest 1928. See stability and

Jun	Open	Sett price	Change	High	Low	Est. vol.	Open int.
	94.50	94.55	+0.15	94.57	94.22	45,521	39,048
<b>UK</b>							
■ MONTHLY UK GILT FUTURES (LIVER) £50,000 22nds of 100%							
	Open	Sett price	Change	High	Low	Est. vol.	Open int.
Mar	105-08	105-10	+0-02	105-15	105-08	327	3266
Jun	105-15	105-11	-0-01	105-20	105-04	47875	115553
■ LONG GILT FUTURES OPTIONS (LIVER) £50,000 64ths of 100%							
Strike	CALLS			PUTS			

FCB	Open	Sett price	Change	High	Low	Sett vol.	Open int.	
100	104	104	0.01	104.00	103.99	1,585	1,585	
106	104	104	0.00	104.00	103.99	1,500	1,500	
108	104	104	0.00	104.00	103.99	1,500	1,500	
109	104	104	0.00	104.00	103.99	1,500	1,500	
107	0	0	0.26	0.47	1.05	1.42	2.04	3.23
Sett vol. total: CME 5234 Puts 1167, Previous day's open int. CME 47495 Puts 34885								

EU							
EU BOND FUTURES (MATH) EQU100 day's							
	Open	Sett price	Change	High	Low	Sett vol.	Open int.
Jun	88.84	88.72	-0.08	88.86	88.68	1,229	8,332

US							
US TREASURY BOND FUTURES (CBT) \$100,000 30days of 100%							
	Open	Sett price	Change	High	Low	Sett vol.	Open int.
Mar		111-27				7,854	121,637
Jun	111-31	112-00	+0-04	112-08	111-19	410,077	263,094
Jan	111-16	111-40	-0-05	111-22	111-05	1,134	14,359

	Open	Close	Change	High	Low	Est. vol	Open int.
Jun	118.62			118.62	118.51	993	-
Sep	117.36			117.44	117.26	112	-

Year	Percent $\pm$ SE	SE count		Status	Total		Percent $\pm$ SE	SE count		
		High	Low		Yes	No		High	Low	
1980	12.5	131	121	Indeterminate	80					
1981	10.2	109	97	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1982	10.5	112	101	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1983	8.6	86	80	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1984	10.7	107	98	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1985	11.0	110	101	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1986	11.9	119	110	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1987	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1988	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1989	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1990	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1991	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1992	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1993	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1994	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1995	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1996	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1997	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1998	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
1999	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2000	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2001	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2002	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2003	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2004	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2005	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2006	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2007	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2008	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2009	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2010	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2011	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2012	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2013	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2014	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2015	12.5	125	116	Age 19885	4726.0	1.63	3.02	11.1%	106	108
2016	12.5	125	116	Age 19885	4726.0	1.63	3			

	— Low coupon yield —			— Medium coupon yield —			— High coupon yield —		
	Mar 21	Mar 20	Yr. ago	Mar 21	Mar 20	Yr. ago	Mar 21	Mar 20	Yr. ago
7.47	7.49	8.42	7.51	7.54	8.45	7.50	7.53	8.53	
8.23	8.25	8.27	8.25	8.25	8.48	8.27	8.36	8.56	
8.31	8.35	8.35	8.31	8.35	8.48	8.43	8.43	8.53	
8.57	8.55	8.55							

	Simulation 8%			Simulation 10%		
	Mar 21	Mar 20	Yr. ago	Mar 21	Mar 20	Yr. ago
to 5-yr	3.09	2.95	3.62	1.90	1.78	2.16
or 5-yr	3.60	3.50	3.67	3.59	3.61	3.67

% High: 11% and over; † Flat yield, yet Year to date.

GILT-EDGED ACTIVITY INDICES					
	Mar 20	Mar 18	Mar 15	Mar 14	
Gilt edged bargains	88.7	102.8	98.9	91.0	118.8
8-day average	102.0	100.8	128.2	132.6	148.2

Interest high since compilation: 133.67 (11/01/84), low 50.85 (06/01/79). Base: 100: Government Securities

at 7:10 pm on March 21

Bid	Offer	Clog.	Yield		Issued	Bid	Offer	Clog.	Yield
-----	-------	-------	-------	--	--------	-----	-------	-------	-------

00	100%	100%	0.00	Heavy metal (total) 97.0 g	1000	99%	100%	+	8.50
00	100%	100%	0.00	Mercury (total) 11.94 g	1000	100%	100%	+	8.50
00	100%	100%	0.00	Balish Land 65.0 g	1000	97%	99%	+	8.50
00	29%	29%	-0.6	DEB 65.0 g	800	99%	99%	+	7.07
00	98%	98%	0.14	SIH 3.03 g	1000	99%	99%	+	8.13
00				GLAND WELLSIDE 64.05 g	500	100%	100%	+	8.62
00				Hanson 100.97 g	500	100%	100%	+	7.18
00	36%	36	0.64	HSBC (HONG KONG) 92 g	120	114%	114%	+	8.41
00	100%	100	0.00	Italy 100.00 g	1000	100%	100%	+	8.01
00	50	104%	0.00	HSBC (HONG KONG) 7.00 g	0	100%	100%	+	8.01

Time	Channel	Power	Modulation	Frequency	Power	Modulation	Frequency	Power	Modulation	Frequency
1009	102	122%	+	4.84	Orion 15 W 0 E	100	117%	702%	+	8.94
1010	102	124%	+	4.88	Powergen 20 E E	280	107%	702%	+	8.94
1012	112	+	3.44	Seven Twin 11 W 98 E	150	110%	117%	+	7.71	
1014	115	+	3.88	Tatco ELEC Power 11 W 0 E	150	112%	112%	+	8.04	
1019	103%	103%	+	4.19	TDCS FN 12 W 0 E	75	105%	104%	+	8.87
1020	103%	103%	+	4.19	Abel 12 W 12 E	100	104%	105%	+	8.87
1021	103%	103%	+	4.19	Cher 12 W 12 E	75	103%	104%	+	8.87
1024	115%	+	4.86	St de France 8 W 22 FF	3000	113%	115%	+	7.37	
1024	103%	103%	+	4.22	SNCF 8 W FF	4000	104%	104%	+	8.70

1994		1995		1996		1997		1998		1999		2000		2001		2002		2003		2004		2005		2006		2007		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100		2101		2102		2103		2104		2105		2106		2107		2108		2109		2110		2111		2112		2113		2114		2115		2116		2117		2118		2119		2120		2121		2122		2123		2124		2125		2126		2127		2128		2129		2130		2131		2132		2133		2134		2135		2136		2137		2138		2139		2140		2141		2142		2143		2144		2145		2146		2147		2148		2149		2150		2151		2152		2153		2154		2155		2156		2157		2158		2159		2160		2161		2162		2163		2164		2165		2166		2167		2168		2169		2170		2171		2172		2173		2174		2175		2176		2177		2178		2179		2180		2181		2182		2183		2184		2185		2186		2187		2188		2189		2190		2191		2192		2193		2194		2195		2196		2197		2198		2199		2200		2201		2202		2203		2204		2205		2206		2207		2208		2209		2210		2211		2212		2213		2214		2215		2216		2217		2218		2219		2220		2221		2222		2223		2224		2225		2226		2227		2228		2229		2230		2231		2232		2233		2234		2235		2236		2237		2238		2239		2240		2241		2242		2243		2244		2245		2246		2247		2248		2249		2250		2251		2252		2253		2254		2255		2256		2257		2258		2259		2260		2261		2262		2263		2264		2265		2266		2267		2268		2269		2270		2271		2272		2273		2274		2275		2276		2277		2278		2279		2280		2281		2282		2283		2284		2285		2286		2287		2288		2289		2290		2291		2292		2293		2294		2295		2296		2297		2298		2299		2300		2301		2302		2303		2304		2305		2306		2307	
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110%	110%	1.55	1000	98.96	100.02	8.7680
120	120	1.66	1000	100.00	100.09	8.4690
117%	117%	1.51	1000	99.87	99.97	8.8110
109%	116%	1.22	400	100.09	100.24	5.5000
109%	108%	1.21	1000	100.10	100.18	5.4492
114%	114%	2.55	1500	98.70	98.77	5.1505
			500	101.74	100.24	5.8000
			1500	99.85	100.03	5.3625
			2000	100.09	100.13	5.2975
			1000	99.90	99.96	5.2865

0					Malaysia $\frac{1}{2}$ 05	850	99.79	99.89	6.0000
0					New Zealand $\frac{1}{2}$ 98	1000	99.89	99.99	5.6905
0					Norw. Scotts $\frac{1}{2}$ 99	500	99.93	100.02	5.4883
100%	110%				Ontario 0 98	2000	99.93	99.90	5.9000
100%	100%	$\frac{1}{2}$			Perth 0 98	500	99.97	99.99	5.9250
100%	104%				Perth & Victoria 0.05 92	125	99.77	99.88	5.9250
100%	109%		$\frac{1}{2}$		Sweden 0 98	1500	99.97	99.93	5.9250
110%	110%	$\frac{1}{2}$			Sweden $\frac{1}{2}$ 01	2000	99.92	99.96	5.1798
110%	110%	$\frac{1}{2}$							

[illegible][illegible]

\* No information available - previous day's price  
 † Only one market maker supplied a price

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## LONDON STOCK EXCHANGE

## MARKET REPORT

## Water-heavy FT-SE Mid 250 hits another record

By Steve Thompson, UK Stock Market Editor

A fresh burst of takeover news in the utilities sector was just the tonic the London market needed to help it withstand the downward pressures from the US.

There was disappointing news from London's markets from the February inflation data, released during the morning, which showed a higher than expected figure for underlying inflation. This came out at an annual rate of 2.9 per cent, against most expectations of a 2.7 per cent figure.

But the news that Severn Trent, the second biggest of the UK water

companies, intends bidding for South West Water produced a surge of buying interest across the water sector, which analysts expect to attract more takeover activity. Wessex Water said at the start of this month that it intended to bid for South West and a full-scale battle now seems in prospect.

The sizeable gains in the water issues were the driving force behind the latest powerful performance by the FT-SE Mid 250 index, which hit a new all-time high for the second consecutive session, closing 13.2 up at 4,397.4. Over the past four sessions, the Mid 250 has risen 70.2, or 1.7 per cent.

There was much less impact on

the FT-SE 100 index, which contains only two water stocks, Severn Trent and Thames Water, which were the group getting into a bidding war, was largely offset by the strength of Thames Water, which ran ahead in the wake of a substantial restructuring.

The Footsie posted a 12.9 points rise to 3,898.3, an impressive performance in the face of the weakness of Wall Street. Overnight the Dow gave up 14 points, burdened by the Digital Equipment profits warning, and fell again yesterday, posting a 30-point decline an hour after London closed.

The bid news in the water shares

was the prime motivation behind the market's early strength which saw equities advance across the board, albeit in relatively quiet trading.

A long list of company results provided plenty of interest, with Guinness an early casualty. The drinks group was the Footsie's second-worst performer after rather uninspiring preliminary figures and a cautious statement on current year prospects, which more than offset news of a possible special dividend or share buyback.

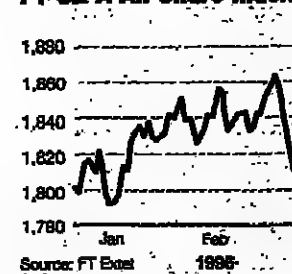
Meat processing companies such as Sainsbury's and the Kerry Group were given a roasting by the mad cow disease controversy, which also

saw companies involved in poultry production, such as Bernard Matthews, attract good support.

Big Footsie winners included Sun Alliance, which was given a lift by hints that the composite insurer was among the favourites to acquire Friends Provident, the mutual insurer, and Slesbe, where market perceptions are that the company will not pay more than around 60p a share for takeover target Unitech.

Turnover at 6pm was 842m shares, almost 60 per cent of which was in non-Footsie stocks. Almost 100m, or 11 per cent of the total, were transacted in Silver Shield and Allied Radio, both penny stocks.

## FT-SE All-Share Index



Source: FT Stock

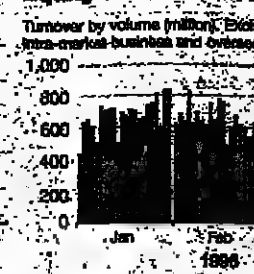
Indices and ratios

FT-SE 100	3898.3	+12.9
FT-SE Mid 250	4397.4	+13.2
FT-SE 100 Dividend	1839.80	+0.12
FT-SE All-Share	1839.80	+0.12
FT-SE All-Share yield	3.82	-3.83

Best performing sectors

1. Pharmaceuticals	+2.1
2. Engineering/Vehicles	+1.5
3. Tobacco	+1.2
4. Consumer Goods	+1.1
5. Electronic & Elect Equip	+0.9

## Equity shares traded



Turnover by volume (million) Excluding non-market business and business turnings

FT Ordinary Index	2769.3	+12.9
FT-SE Non Fin p/s	16.85	+11.0
FT-SE Non Fin Jun	3850.0	8.05
10 yr gilt yield	8.05	-
Long gilts/yield ratio	2.21	-2.29

Worst performing sectors

1. Oil/energy	-0.5
2. Mineral Extraction	-0.8
3. Banks/Merchants	-0.5
4. Chemicals	-0.5
5. Leisure & Hotels	-0.4

## FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LIFTS) 225 per full index point

	Open	Sett	Price	Change	High	Low	Est. Vol	Open	Sett
Jun	3890.0	3890.0	+11.0		3708.0	3875.0	8824	6559.0	2340
Sep	3712.0	3712.0	+11.0						

FT-SE MID 250 INDEX FUTURES (LIFTS) 10 per full index point

	Open	Sett	Price	Change	High	Low	Est. Vol	Open	Sett
Jun	4290.0	4290.0	+12.0					3408	

FT-SE 100 INDEX OPTION (LIFTS) 225 per full index point

	Open	Sett	Price	Change	High	Low	Est. Vol	Open	Sett
Jun	3890.0	3890.0	+11.0		3708.0	3875.0	8824	6559.0	2340
Sep	3712.0	3712.0	+11.0						

EURO STYLE FT-SE 100 INDEX OPTION (LIFTS) 225 per full index point

	Open	Sett	Price	Change	High	Low	Est. Vol	Open	Sett
Jun	3890.0	3890.0	+11.0		3708.0	3875.0	8824	6559.0	2340
Sep	3712.0	3712.0	+11.0						

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## TRADING VOLUME

Major Stocks Yesterday

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## Southern seen as bid target

Southern Water bubbled 24

higher to 747p as the latest

takeover proposal within the

sector marked it out as the

company most likely to be the

next target.

Severn Trent announced that

it was seeking regulatory clear-

ance to make an offer for

South West Water. Analysts

pointed out that, as South

West has already received an

approach from Wessex Water,

there was bound to be one

loser. And the logical con-

clusion - no matter which

of them loses - would be

Southern.

"We are in a period of signifi-

cant rationalisation," said Mr

Kevin Lapwood of Merrill

Lynch, who has just issued a

big overview of the sector,



[illegible]
**Rockwell**

## US INDICES

[illegible]



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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**NASDAQ NATIONAL MARKET**

**1. am class 1 hour ?**

Low	Last	High	Stock	Pr Chg.	Low	High	Last	Chg.
- R -								
15 15 1/2			Prudhoe	14	34	10 1/2	18 1/2	18 1/2
11 1/2	15 1/2		Putney	0	552	2	5	2 1/2
34 1/2	34		Raymond	9	50	18	18 1/2	18 1/2
34 1/2	34 1/2		RCSS Fin	0.48	10	463	23	23 1/2
22 1/2	23 1/2		Reed Int		8100	16 1/2	16 1/2	16 1/2
24 1/2	25 1/2		Recreation	14	4	19 1/2	19 1/2	19 1/2
8 8 1/2			Regipac	0	220	1 1/2	1 1/2	1 1/2
2 1/2	2 1/2		Reinsured	25	1348	23 1/2	23 1/2	23 1/2
29 1/2	29 1/2		Rosenb	29	2008	11 1/2	10 1/2	11 1/2
22 1/2	23 1/2		Rover Int	0.08	2	12	3 1/2	3 1/2
4	4		River Est	0.40	12	22	20 1/2	20 1/2
4 1/2	4 1/2		Road Equip		871	13 1/2	13 1/2	13 1/2
29 1/2	30		Rothgib	0.12	11	37	5 1/2	5 1/2
13	13 1/2		Rosenb	16	3236	16 1/2	16 1/2	16 1/2
16 1/2	16 1/2		Rosenb	0.28	15	656	25 1/2	25 1/2
31	31		Rothchild	22	760	35	35	35
44	44		RFM Inc	0.68	17	254	14 1/2	15 1/2
31	31		Pays Ferry	13	2140	8 1/2	8 1/2	8 1/2
- S -								
106	106		Salesco	1.05	10	3501	35	34 1/2
89 1/2	89 1/2		Saltcham	191	100	119 1/2	37	30 1/2
40 1/2	40 1/2		Sandwich	0.20	17	9	10 1/4	10 1/4
10 1/2	10 1/2		SBC Systems	13	16	1278	22 1/2	21 1/2
29 1/2	30		Sales	0.16	2408	36 1/2	36 1/2	36 1/2
19 1/2	19 1/2		Sales	0.52	2	141	11 1/2	11 1/2
13 1/2	13 1/2		Score Bd	11	293	4	4	4
42 1/2	42 1/2		Seaford	1.20	32	7	37	36 1/2
22 1/2	22 1/2		SEI Co	0.20	92	383	23 1/2	22 1/2
12 1/2	12 1/2		Selkirk B	0.36	2	2	3	3
22 1/2	22 1/2		Selkirk B	1.12	12	35	15 1/2	15 1/2
11 1/2	11 1/2		Sequent	11	1342	11 1/2	11 1/2	11 1/2
7 1/2	8 1/2		Sequan	9	787	37	36	32 1/2
87 1/2	87 1/2		Serv Tech	18	58	5 1/2	6 1/2	6 1/2
11 1/2	11 1/2		Sevenson	0.22	84	4	16 1/2	15 1/2
25 1/2	25 1/2		Sevenson	0.54	95	1009	62 1/2	61 1/2
11 1/2	11 1/2		Shawmut	0.36	11	11	11	11
87 1/2	87 1/2		Shawmut	0.35	11	14	14	14
32 1/2	32 1/2		Shawmut	0.53	11	14	14	14
19 1/2	19 1/2		Shen Co	853	1196	17 1/2	17 1/2	17 1/2
22 1/2	22 1/2		Shen Co	11	1820	36 1/2	36 1/2	36 1/2
11 1/2	11 1/2		Shen Co	0.44	21	1330	37 1/2	36 1/2
20 1/2	20 1/2		Shen Co	5	438	11	10 1/2	10 1/2
11 1/2	11 1/2		Shen Co	0.08	10	70	22 1/2	21 1/2
15 1/2	15 1/2		Siliconix	13	1330	25 1/2	24 1/2	24 1/2
25 1/2	25 1/2		Simpson	40	10	913	8 1/2	8 1/2
19 1/2	19 1/2		Sinclair	33	88	37	37	37
49 1/2	49 1/2		Sinclair	48	48	28 1/2	28 1/2	28 1/2
11 1/2	11 1/2		Sinclair	0.86	11	3860	42 1/2	42 1/2
51 1/2	51 1/2		Spigot A	0.20	118	259	10 1/2	10 1/2
14 1/2	14 1/2		Spigot A	10	2674	26 1/2	26 1/2	26 1/2

[illegible]

TransWorld	1	4	3	3	—
Transcend	33	532	75	74	73
Transwest	1,04	121	501	51	51
Trinoble	36	682	104	104	104
Truvision	19	255	7	54	54
Trustco	1,10	14	301	204	202
Young Life	0,23545	1159	101	104	104
Ypsilon	0,12	15	221	22	22

**- U -**

US Hilder	1,10	149	435	48	454	45
Unitas	1	2,093	3	12	25	—
Urbantopia	1,02	19	178	18	18	—
United St	0,40	20	72	232	2	354
Utopia	0,10	24	25	24	25	—
Utrecht	2,00	12	75	45	48	—
US Energy	1,12	15	623	33	32	32
US Bancorp	0,82	99	184	174	174	—
US Savers	7	13	4	4	4	—
US Tel	1,10	3	344	50	45	50

[illegible][illegible]



